

DIVISION OF JUVENILE JUSTICE SERVICES

# 2004 Annual Report

NEW *beginnings*



UTAH DEPARTMENT OF HUMAN SERVICES  
DIVISION OF JUVENILE JUSTICE SERVICES



# Executive Summary

---

## DYC ANNUAL REPORT 2004

The Division of Juvenile Justice Services serves a variety of delinquent youths with a comprehensive array of programs, including home detention, locked detention, receiving centers, reporting centers, case management, community services, observation & assessment, secure facilities, and transition. Also, work components and service projects have been incorporated into many Division programs. Collectively, these programs provide a continuum of service, so that more severely offending youths are treated in more restrictive settings (page 22). Relevant facts about the Division summarized below.

- |  |  |
|--|--|
| <ul style="list-style-type: none"><li>• Each of the Division's Offices set and accomplished many goals in FY 2004. Ambitious goals also have been set for FY 2005 (pages 12-17).</li><li>• Construction is completed on the locked detention center in Hurricane. The center is named the Dixie Area Detention Center (page 32).</li><li>• Locked detention and multiuse programs often operated over capacity (pages 33).</li><li>• Of all youths in custody on a typical day, about 73% were in community based programs, over 23% were in locked programs (page 38-39).</li><li>• Delinquency histories were about the same or decreased for youths admitted to observation and assessment, community programs, and secure facilities (pages 44, 49, 54).</li><li>• Overall, in FY 2004, the Division supported 820 training sessions on mandatory topics and 627 in-service training events for a total of over 61,000 hours of individual training (page 61).</li><li>• Across many years, the census of all programs reflects a disproportionate number of minority youths and boys (pages 30, 35, 43, 48, 53).</li><li>• Youths in custody earned over \$235,000 paid directly to victims as restitution (page 70).</li></ul> | <ul style="list-style-type: none"><li>• Quality Assurance reviewed 124 of 145 direct service contracts. Approximately 10% of direct and indirect contracts reviewed resulted in some type of corrective action (page 60). This was a drop from 13% in FY 2003.</li><li>• Division funding in FY 2004 was \$93,750,800; authorized funding in FY 2005 is \$95,388,100. Federal collections account for \$24,171,800 of the total FY 2004 revenue (pages 26-27).</li><li>• The Observation and Assessment, Community Based, and Secure Facility sections have data trends across 10 years presented for Population, Budget, and Delinquency History (pages 44, 49, 54).</li><li>• The average daily population of youths in custody was 1,188 during FY 2004 (page 38).</li><li>• While the percent of female staff has increased, so has the percent of female youths. Also, with the exception of FY 2004, as the percent of nonwhite youths has increased, so has the percent of nonwhite staff (pages 71-72).</li><li>• Internal Investigations analyzes alleged law violations within the Division as well as with all contracted private providers. The group initiated 33 investigations in FY 2004 (page 62).</li><li>• The Youth Parole Authority held 878 hearings in FY 2004 (page 55).</li></ul> |
|--|--|



# JJS

## Annual Report

# 2004

Prepared by  
Research, Evaluation, & Planning  
John R. DeWitt, Ph.D., Director  
Jeffery P. Wells, Ph. D.  
Kent Karren, B.S.

Blake D. Chard, Director  
Division of Juvenile Justice Services  
Department of Human Services  
120 North 200 West, Suite 419  
Salt Lake City, Utah 84103

Online version available at  
<http://www.jjs.utah.gov/annual-reports.htm>



# Table of Contents

---

## INTRODUCTION

Letter to the Citizens of Utah.....	1
The Board of Juvenile Justice Services .....	2
Letter from the Director .....	3
History.....	4
Mission, Vision, and Values.....	9

## ORGANIZATIONAL STRUCTURE .....

11

## POPULATION SERVED.....

18

## CLIENT FLOWCHART .....

20

## JUVENILE JUSTICE CONTINUUM OF CARE.....

22

## BUDGET .....

25

## DIRECT SERVICES TO YOUTH

Early Intervention Services.....	28
Work Programs.....	30
Detention.....	32
Multiuse Facilities.....	37
Case Management .....	38
Observation and Assessment.....	40
Community Programs .....	45
Secure Facilities .....	50

## YOUTH PAROLE AUTHORITY .....

55

## ADMINISTRATIVE SERVICES .....

58

## RECENT AND ONGOING PROJECTS .....

66

## INFORMATION .....

73







THE STATE OF UTAH  
**BOARD OF JUVENILE JUSTICE SERVICES**

120 North 200 West, Suite 415  
Salt Lake City, Utah 84103

December 15, 2004

To the Citizens of Utah:

Welcome to the 2004 Annual Report: **New Beginnings** of the Division of Juvenile Justice Services. This year has brought with it many changes, most noticeably the name change from Youth Corrections to Juvenile Justice Services. The name change more accurately reflects all the services provided by the Division.

Another notable change is that after two terms, Eldon Money has retired as Board Chair. Fortunately, he will be staying on the Board and will continue to share his expertise with us. Eldon is a man greatly respected and admired by those who know him. I also appreciate the commitment and dedication of all our Board members!

I know I speak for the entire Board as I express the great confidence we feel in Blake Chard, along with all the Division administration. We appreciate the staff serving our youth with true professionalism. As we have visited facilities across the state, we have witnessed the dedication of Juvenile Justice Services employees as they strive for excellence in their work.

Despite budgetary concerns, the Division has been able to meet the needs of our clients while maintaining fiscal responsibility. Great effort has been made to review and update policies and make sure all facilities are in line with these policies. I had the opportunity to attend a recent Risk Assessment training, and was impressed with the effectiveness of the assessment process and the ease with which it could be utilized across the Division.

The Board is proud to be a part of outstanding programs, and we look forward to working hard in 2005 as we continue to improve the Division and maintain the progress Juvenile Justice Services has attained.

Sincerely,

Jody Valentine, Chair  
Board of Juvenile Justice Services

# The Board of Juvenile Justice Services

---



**JODY VALANTINE, CHAIR**  
*Dental Assistant; Santa Clara.*



**JAMES L. EARL, VICE CHAIR**  
*Executive Director, Lincoln Center; Bountiful.*



**CURTIS M. ODA**  
*Insurance Business Specialist; Clearfield.*



**GEORGIA BLOCK**  
*Educator; Murray.*



**STEVEN T. BARTH**  
*Lobbyist ; Salt Lake City.*



**ELDON A. MONEY**  
*Farmer and cattleman; Spanish Fork.*



**MARTIN N. OLSEN**  
*Attorney; Midvale.*



OLENE S. WALKER  
*Governor*

GAYLE F. McKEACHNIE  
*Lieutenant Governor*

**State of Utah**  
**Department of**  
**Human Services**

ROBIN ARNOLD-WILLIAMS, DSW  
*Executive Director*

BLAKE D. CHARD  
*Director*  
*Division of Juvenile Justice Services*

December 31, 2004

I have had many opportunities over the past four years to watch, to teach and to be taught. The exemplary JJS employees, both administrative and line staff, with whom I have had the pleasure to work have joined together in a positive goal - to move the Division to a new level in client service. Collectively, we make every effort to find the best program to meet individual needs for each youth. I am consistently in awe at the dedication and professionalism of our employees. The citizens of our state can feel pride in the fact that the Division strives to continually pursue the right course in making Utah the best in the juvenile justice field.

Over the course of the past year there have been many changes within our Division, not the least of which has been our name change. In July of this year, we became the Division of Juvenile Justice Services. Thanks to countless efforts, the transition to our new name has been smooth and seamless, which speaks once again to the professionalism of staff within the Division.

At the dedication of our new facility in the southern area of the state, we took advantage of an opportunity to reflect on the past and look toward the future by placing a time capsule in the monument outside the Dixie Area Detention Center. Memorabilia and documents were collected and sealed, with instructions that the capsule be opened in 25 years. While many of the items included in the capsule represented the past, the letters from employees, past directors and sister agencies spoke to the future. After all is said and done, that is what our business is really about - the future. The youth we are serving today will be in their thirties and forties by the time the time capsule is opened. Hopefully they will have become productive and contributory citizens of their communities due to some of our efforts within the Division.

Our challenge is to take what we have learned from the past, evaluate what we are doing now and make the required changes for a better future for the youth placed in our custody. We hope this 2004 Annual Report: **New Beginnings** gives you a glimpse into our recent past, and allows you to see our vision and commitment to progress for the future.

Sincerely,

Blake D. Chard  
Director

# History

In 1981, Juvenile Justice Services was created with the mission "...to provide a continuum of supervision and rehabilitation programs which meets the needs of the youthful offender in a manner consistent with public safety. These services and programs will individualize treatment and control the youthful offender for the benefit of the youth and the protection of society."

The Division's philosophical roots can be traced to the late 1800s and the Utah Territorial Reform School which opened in Ogden in 1889. The original intent was "...to make the school as near like a home as possible." A century ago, increases in delinquent and violent behavior were seen as results of a changing society. The remedy for Utah's troubled youths was seen as the concerted support of competent individuals, caring families, and communities. This remains true today.



Utah Territorial Reform School in Ogden circa 1889 (photo courtesy of the Utah State Historical Society).

## Organizational Highlights

- 1889 The Territorial Reform School opens in Ogden with dormitories for 100 children.
- 1896 Utah receives Statehood and the Territorial Reform School becomes the Utah State Industrial School.
- 1905 The Utah Juvenile Court is created as the primary court for juvenile offenders.
- 1946 A National Probation Association study of the Utah State Industrial School finds that "Most of the buildings along with their equipment fall far short of requirements for the proper care, education and treatment of boys and girls."
- 1974 The Federal Juvenile Justice and Delinquency Prevention Act is created, establishing a new national tone for juvenile corrections reform by advocating: (1) removal of juvenile status offenders and non offenders from locked facilities; (2) separation of juvenile offenders from adult offenders; and (3) removal of juveniles from adult jails, municipal lockups, and adult correctional facilities.
- 1975 A class action lawsuit, *Manning v. Matheson*, is filed in Federal District Court. The conditions of confinement at the State Industrial School are brought into question by the lawsuit's allegation that a resident's extended stay in solitary confinement either precipitated or exacerbated his mental illness.
- 1977 The Blue Ribbon Task Force is appointed by Governor Scott Matheson. A major recommendation is that youth should be placed in the "least restrictive setting" that is consistent with public safety.
- 1978 Governor Matheson meets with leaders of the juvenile justice community concerning the ability of the State Industrial School to securely hold serious offenders and protect the safety of less serious offenders. A consultant is hired by Governor Matheson to make recommendations for settlement of *Manning v. Matheson*.

The Utah State Industrial School becomes the Utah State Youth Development Center (YDC).

- 
- 1980 The Governor's Juvenile Justice Task Force, with representation from concerned agencies and the community, is created to examine Utah's juvenile corrections system. The Juvenile Justice Task Force creates a Master Plan, inspired by the Massachusetts juvenile correctional model, to provide direction for the development of Utah's juvenile justice system. Key tenets of the model are: (1) most juvenile offenders cannot be treated within a training school setting because treatment and rehabilitation are not consistent with the security issues; (2) young offenders must be provided opportunities for rehabilitation, but not at the expense of public safety; and (3) commitment guidelines should be developed and financial resources should be used to develop community services rather than for the construction and maintenance of secure beds.
- 1981 The Division of Youth Corrections is created by statute (UCA 62A-7) based on the Master Plan developed by the Juvenile Justice Task Force. The Division is placed within the Department of Social Services. The Division is organized into three geographical regions, each delivering secure care, community based services, detention, case management, and observation and assessment. Utah's detention centers receive financial support from the State, but are operated by county governments.
- 1986 The Youth Parole Authority is created by statute (UCA 62A-7-109) to take responsibility for review of all parole requests and for oversight of youths on parole from secure care
- 1987 The Division takes over operation of 9 of the State's 10 county operated detention centers. The exception, the multiuse center in Blanding, is operated by the Division of Child and Family Services.
- 1995 Serious youth offender legislation is enacted to expedite transfer of violent and chronic juvenile offenders to the jurisdiction of the adult courts and correctional system.

The Division Director appoints a task force to review and update the 1980 Master Plan.

Appointment of Youth Parole Authority Members becomes an executive appointment by the Governor rather than by the Board of Youth Corrections.

- 1996 The Juvenile Justice Task Force is appointed by the Utah State Legislature. The group has the mandate to examine all aspects of Utah's juvenile justice system.

Findings of the 1995 Master Plan Task Force are presented to the Board of Youth Corrections. Primary recommendations are to change the Division's Mission Statement to reflect a greater concern for public safety and the principles of the Balanced and Restorative Justice (BARJ) Model. Another recommendation is to reorganize the Division's structure of service delivery.

- 1997 The Utah Sentencing Commission promulgates a new set of sentencing guidelines for juvenile offenders. The aim is to reduce delinquency through application of earlier and more intensive sanctions. In addition, a new dispositional option for the Juvenile Court known as "State Supervision" is created. The sanction combines a range of nonresidential interventions directed by Juvenile Court Probation. If needed, the Division of Youth Corrections and the Division of Child and Family Services will provide out-of-home residential placements.
- 2001 The Division's service delivery is reorganized. The traditional regional organization based on geography is replaced with the Offices of Community Programs, Correctional Facilities, and Rural Programs. Statewide administrative services also are realigned to match this change.



---

The Juvenile Court and the Division adopt standardized risk and needs assessments. The instruments are to be given to youths at probation intake, under probation supervision, and in Division custody. The assessments will be used to identify risk of reoffending, needs for services, and progress made during programming.

- 2002 Oversight of youth services is transferred to the Division of Youth Corrections from the Division of Child and Family Services. As a result, the Division of Youth Corrections creates the Office of Early Intervention Services to manage the functions of youth services, home detention, diversion, and state supervision along the Wasatch Front. Youth Service functions in rural areas are managed by the Office of Rural Programs.

The Division launches the Program Enhancement Process (PEP). The focus of this initiative is to develop outcomes-based services within the framework of BARJ.

- 2003 The Utah Legislature changes the Division's name to the Division of Juvenile Justice Services.

## **Community Programs: Case Management, Observation and Assessment, Aftercare**

- 1979 The Federal Office of Juvenile Justice and Delinquency Prevention awards Utah an \$800,000 grant to begin developing a network of privately operated residential programs in the community.

- 1981 An observation and assessment center opens in Salt Lake City in addition to an existing program in Ogden.

- 1984 An observation and assessment center opens in Provo.

- 1995 Farmington Bay Youth Center, the first State-owned, privately run facility opens. The 60-bed facility provides observation and assessment services, short-term detention, and long-term secure care in three separate wings.

- 1997 A 6-bed, observation and assessment program, specialized for females, is opened in Salt Lake City.

The privately operated Copper Hills Youth Center opens in Salt Lake City, providing the Division with an additional 24 beds for observation and assessment.

The Intensive Community Aftercare Program (ICAP) is founded. The program, which is housed at the Wasatch Youth Center (a secure facility) provides youths with supervision and other services as they transition from secure care back to the community.

- 1998 The privately operated North Bay Youth Center opens in Brigham City, providing the Division with an additional 10 beds for observation and assessment.

- 1999 The Legislature reduces observation and assessment programming time from 90 days to 45 days. A single extension of 15 days can be authorized by the Division Director (UCA 78-3a-118(e)).

- 2000 North Bay Youth Center in Brigham City discontinues operation.

- 2001 Copper Hills Youth Center in Salt Lake City discontinues operation.

- 2002 The Intensive Community Aftercare Program (ICAP) moves from the Wasatch Youth Center to a separate residential facility with 8 beds for youths transitioning from secure care or other structured programs.

- 
- 2003 The Division opens the Utah County Aftercare Program (UCAP) to provide nonresidential transition services for youths in the Utah County area. The program is being funded by a 3-year Federal grant

## Correctional Facilities: Locked Detention, Secure Care

- 1981 Utah's locked detention centers receive financial support from the State, but are operated by county governments.
- 1983 The Youth Development Center (YDC) is closed. In its place Decker Lake and Mill Creek Youth Centers are opened. Each facility provides 30 beds for long-term secure care.
- 1987 The Division takes over operation of 9 of the State's 10 county operated detention centers. The exception, the multiuse center in Blanding, is operated by the Division of Child and Family Services.
- The Southwest Utah Youth Center, a combination 10-bed secure facility and 6-bed detention center, is opened in Cedar City.
- 1989 Statutes passed by the Utah Legislature allow the Juvenile Court to order youths into detention for up to 30 days (UCA 78-3a-52) as a sentence or for up to 10 days for contempt of court (UCA 78-3a-39).
- 1990 The average daily population of the three secure facilities reaches the system's capacity of 70 youths.
- 1992 An additional 10 secure-care beds are added to Decker Lake Youth Center bringing the statewide capacity to 80 beds. The new beds are filled within a month and once again the system is at its capacity.
- 1995 Farmington Bay Youth Center, the first State-owned, privately run facility opens. The 60-bed facility provides observation and assessment services, short-term detention, and long-term secure care in three separate wings.
- 1997 Construction of the 70-bed Slate Canyon Youth Center in Provo is completed. The facility has 38 detention and 32 for secure-care beds and replaces outdated and unsafe Provo Youth Detention Center.
- The aging 56-bed Salt Lake Detention Center is replaced by the 160-bed Salt Lake Valley Detention Center.
- The old Salt Lake Detention Center is renovated and renamed the Wasatch Youth Center. The building provides secure care for up to 56 youth. Specialized programs are developed to meet the unique needs of sex offenders, girls, and youths preparing for transition back to the community.
- 2001 The expansion of Mill Creek Youth Center by 72 beds is completed. Facility capacity is now 102 beds.

## Early Intervention: Receiving Centers, Shelters, Work Camps, Diversion

- 1994 Day/Night reporting and receiving centers are opened across the State to facilitate monitoring of youths.
- Genesis Work Program, a community based program, is opened at the direction of Governor Michael Leavitt.
- 1996 A partnership between the Division and the US Forest Service establishes a seasonal program at Strawberry Work Camp.

---

The Genesis Work Program receives a Peace Pole donated by the people of Japan. The pole is installed on Genesis grounds and a time capsule is buried in its base.

1998 Archway Youth Services Center opens as the first youth services program operated directly by the Division.

The old Provo detention center is converted to a day program for community services and work projects.

1999 Paramount Reflections, a community residential program for girls, opens in Layton.

2004 Operation of the Genesis Work Program is placed under the Office of Early Intervention Services.

## Rural Multiuse Centers

1981 Utah's rural detention centers receive financial support from the State, but are operated by county governments.

1983 Multiuse centers are opened in Vernal, Richfield, and Blanding to provide detention resources in rural areas. Each facility has four beds for detention and six beds for shelter care.

1987 The Southwest Utah Youth Center, a combination 10-bed secure facility and 6-bed detention center, is opened in Cedar City.

The Division takes over operation of 9 of the State's 10 county operated detention centers. The exception, the multiuse center in Blanding, is operated by the Division of Child and Family Services.

1993 The Division assumes responsibility for operation of Canyonlands Multiuse Youth Home in Blanding.

1995 The Washington County Youth Crisis Center, a new multiuse center, opens in St. George with 10 beds for detention and 8 beds for shelter care.

2000 Construction is completed on multiuse facilities in Logan, Vernal, and Price. Each has 16 beds for locked detention and additional beds for shelter care and observation and assessment.

2001 Construction is completed on a multiuse facility in Richfield. The center has 16 beds for detention and 16 beds that may be used for shelter and observation and assessment.

2003 Construction is completed on a multiuse facility in Blanding. The center has 16 beds for detention and 16 beds that may be used for shelter and observation and assessment. The new center opens under the name Canyonlands Youth Center.

2004 Construction is completed on the Dixie Area Detention Center in St. George. The center's 48 detention beds replace 10 detention beds at the Washington County Youth Crisis Center. Existing beds at the Washington County facility are retained for shelter, and other non secure programs. As a part of the completion of the Center a time capsule is placed in the Center's monument.



# Mission, Vision, and Values

---

## MISSION STATEMENT

The mission of the Division of Juvenile Justice Services is to provide comprehensive services for at risk youth within the framework of the Balanced and Restorative Justice Model. Community Protection, Accountability, and Competency Development, are integrated goals and philosophical foundations of the model.

## VISION STATEMENT

The Division of Juvenile Justice Services will provide to the youth we serve the best opportunity to realize their potential and improve their overall competence, which will allow them to be law-abiding and productive citizens.

## CORE VALUES STATEMENT

We are committed to act with respect and integrity and meet the challenge of change with creativity and perseverance.

## TWELVE GUIDING PRINCIPLES

- Protect the community by providing the most appropriate setting for the youthful offender.
- Provide secure, humane, and therapeutic confinement to a youth who has demonstrated that he/she presents a danger to the community.
- Hold youth accountable for delinquent behavior in a manner consistent with public safety through a system of graduated sanctions, rehabilitative measures, and victim restoration programs.
- Provide a continuum of diverse early intervention, community based, and secure correctional programs.
- Promote a functional relationship between a youth and his/her family and/or assist the youth in developing the skills for alternative or independent living.
- When it is in the best interest of the youth and community, provide placements in close proximity to the youth's family and community.
- Promote ongoing research, evaluation, and monitoring of Division programs to determine their effectiveness.
- Strengthen rehabilitative opportunities by expanding linkages to human service programs and community resources.
- Provide assistance to the Juvenile Court in developing and implementing appropriate offender dispositions.
- Provide for efficient and effective correctional programs within the framework of professional correctional standards, legislative intent, and available resources.
- Promote continuing staff professionalism through the provision of educational and training opportunities.
- Provide programs to increase public awareness and participation in Juvenile Justice Services.

---

## BALANCED AND RESTORATIVE JUSTICE (BARJ)

The Balanced and Restorative Justice (BARJ) Model outlines a philosophy of restorative justice that places equal importance on the principles of Accountability, Community Protection, and Competency Development.

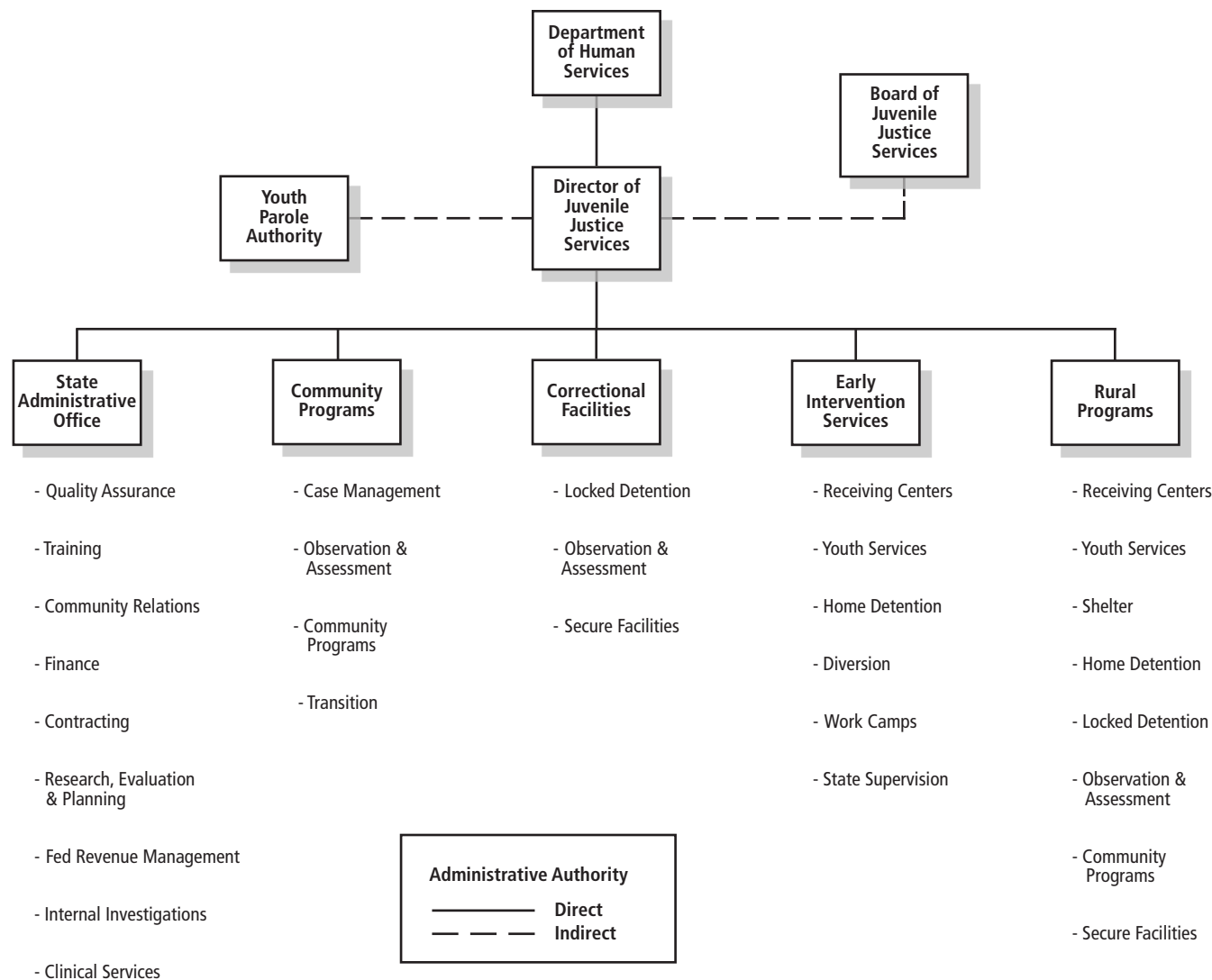
Accountability means that when a crime occurs, a debt is incurred. Justice requires that every effort be made by offenders to restore losses suffered by victims. The Division enables offenders to make amends to their victims and community and take responsibility for their own actions.

Competency development requires that offenders leave the system more capable of productive participation in conventional society than when they entered. Youths in Division care are given the opportunity to learn skills to become self-sufficient, competent members of the community.

Community protection means that the public has a right to a safe and secure community. The Division works to protect the public through processes which include individual victims, the community, and offenders as active participants.

Collectively, these three components provide a comprehensive approach that not only addresses the immediate consequences of delinquency, but also provides long-term solutions for restoring victims, the community, and the offender.

# Organizational Structure



Juvenile Justice Services is a division of the Department of Human Services. Other divisions and offices include the Executive Director's Office, the Division of Substance Abuse and Mental Health, the Division of Aging and Adult Services, the Division of Services for People with Disabilities, the Office of Recovery Services, and the Division of Child and Family Services.

The Board of Juvenile Justice Services provides the Division with guidance and has responsibility for approving policy. The Division's Director provides statewide policy leadership and administrative oversight. This includes direct authority over the Division's four service delivery Offices and the State Administrative Office and indirect authority over the Youth Parole Authority.

The Division was reorganized during FY 2001 to increase its efficiency and provide better services to delin-

quent youths and the community. This was the agency's first major organizational change since its creation in 1981. Originally, a full range of residential and non-residential correctional services was delivered through each of three regional offices: Region I - Northern, main office in Ogden; Region II - Central, main office in Salt Lake City; and Region III - Southern, main office in Springville. While this organization worked well in many ways, it sometimes led to differences in programming philosophy. In addition, the original arrangement made it difficult to move resources quickly when needs arose.

As represented in the chart above, services are now distributed through the Offices of (1) Early Intervention Services, (2) Community Programs, (3) Correctional Facilities, and (4) Rural Programs. The reorganization was

designed to improve the consistency and effectiveness of programming by (1) standardizing the development of treatment and correctional plans for individual youths, (2) standardizing programming strategies, (3) improving communications between related programs, and (4) facilitating transfer of resources and youths between similar programs.

Three of the Offices, Early Intervention Services, Correctional Facilities, and Community Programs, operate in the urban areas along the Wasatch Front. This region includes Weber, Morgan, Davis, Salt Lake, Tooele, Summit, and Utah Counties and corresponds to the 2<sup>nd</sup>, 3<sup>rd</sup>, and 4<sup>th</sup> Districts of Utah's Juvenile Court. The Office of Rural Programs operates in the State's remaining 22 Counties corresponding to five different Juvenile Court Districts.

The reorganization has not changed the Division's traditional goals and objectives. Programming continues to be organized around the Division's Mission Statement and the Balanced And Restorative Justice (BARJ) Model (see "Mission, Vision, and Values," page 9).

Though the Division's Offices specialize in different ways, they must work closely with one another. Coordination is particularly important to ensure continuity of care when an individual youth moves from a program operated by one Office to a program operated by another. Close cooperation is particularly important for youths who concurrently receive services from two different Offices. For instance, youths in secure facilities operated by the Office of Correctional Facilities have case managers provided by either the Office of Community Programs or the Office of Rural Programs.

The Offices also have common interests in a number of Division-wide initiatives including (1) development of a risk assessment process (see "Protective and Risk Assessment Project," page 67), (2) implementation of the Program Enhancement Process (PEP; see page 68), and (3) construction of the CARE information system (see "Court & Agencies' Record Exchange (CARE)," page 69).

### State Administrative Office

Located in Salt Lake City, the Division's State Administrative Office provides administrative services and support to Division programs through its work groups for Research, Evaluation, and Planning, Training, Quality Assurance, Community Relations, Contracts, Finance, and Clinical Services. These groups provide services

such as volunteer coordination, a speaker's bureau, contract monitoring, internal investigations, program evaluation, research, basic orientation training, financial and Federal revenue management, budgeting, and contract management (see "Administrative Services," page 58). The State Administrative Office also coordinates and interacts with Federal, State, and local agencies such as

### QUICK FACTS STATE ADMINISTRATIVE OFFICE

FULL-TIME STAFF.....	47
SERVICE AREA.....	STATEWIDE
SERVICES & STAFF	
ADMINISTRATION.....	6
CLINICAL SERVICES .....	6
COMMUNITY RELATIONS .....	4
CONTRACTING .....	2
FEDERAL REVENUE MANAGEMENT .....	2
FINANCE.....	6
INTERNAL INVESTIGATIONS .....	3
QUALITY ASSURANCE .....	5
RESEARCH, EVAL, & PLANNING .....	5
TRAINING.....	4
YOUTH PAROLE AUTHORITY .....	4
FY 2004 BUDGET .....	\$7,486,000

the Office of Juvenile Justice and Delinquency Prevention, Utah Commission on Criminal and Juvenile Justice, Utah Legislature, Governor's Office, and various county governments. The Administrative Officer and staff of the Youth Parole Authority are part of the State Administrative Office and support the Youth Parole Authority (see "Youth Parole Authority," page 55).

### Office of Early Intervention Services

The Office of Early Intervention Services administers a variety of services and programs for youths who are generally considered less delinquent than those in Division custody. The services and programs include nonresidential drop in crisis intervention services, day programs, and short-term residential programs. The primary focus

of these programs is to prevent youths from penetrating further into the juvenile justice system and to keep youths at home or return them home as soon as possible. These programs compliment the Division's overall continuum of care. Specific programs include:

*Receiving Centers.* Receiving Centers are nonresidential facilities where law enforcement can take youths who have been arrested but do not qualify for locked detention under the detention admission guidelines (see "Early Intervention Services," page 28). Staff locates parents or guardians and assesses the youth to determine whether other interventions are needed. Staff provides information to parents about appropriate resources available in the community and makes referrals to other agencies when appropriate.

*Youth Services Centers.* In keeping with the BARJ tenant of Competency Development, these programs provide 24-hour-a-day crisis counseling services to runaway, homeless, and ungovernable youths and their families. The goal is to keep families intact and to divert youths and families from intervention by the juvenile justice system. Programs also can provide short-term crisis beds, groups, and community outreach to augment their efforts.

by Division staff.

*Diversion Services.* These programs provide daily programming for youths under short-term commitment order (usually 30 days) of the Juvenile Court. Programming focuses on intensive supervision and competency development through a variety educational groups and activities. In addition, youths are involved in community service projects that help them make amends to their victims and the community at large.

*State Supervision.* The Division coordinates with Juvenile Court Probation to provide short-term (usually 45 days) residential placement for youths in state supervision. Services are supplied by contracted providers and focus on education, skills development, and developing plans for a successful return home.

*Residential Work Program.* During FY 2004, administrative responsibility for the Genesis Youth Center was transferred from the Office of Correctional Facilities to the Office of Early Intervention Services. Genesis fits well with other early intervention programs because it serves a high number of probation youths who are at the front end of the juvenile justice system. Youths placed at Genesis are given opportunities to work off their court obligations (see "Work Programs," page 30).

## QUICK FACTS

### EARLY INTERVENTION SERVICES

FULL-TIME STAFF.....139

SERVICE AREA..... WASATCH FRONT

PROGRAM	#
RECEIVING CENTER.....	5
YOUTH SERVICES.....	4
HOME DETENTION.....	4
WORK CAMP.....	2
STATE SUPERVISION .....	3

FY 2004 BUDGET .....\$10,301,100

*Home Detention.* This service provides an alternative to secure detention for youths awaiting adjudication or placement (see "Detention," page 32). Youths remain at home in the community under daily supervision provided

#### *FY 2004 Goals and Accomplishments:*

- Developed a Request for Proposal (RFP) specifically for state supervision residential care. The new RFP focused on creation of new short-term out of home placements for state supervision youths. Programs were directed to provide structure and supervision and to provide opportunities for youths to develop social and age appropriate skills such as problem solving and negotiation skills, consequences to behavior, self-control and strategies to avoid trouble and how to appropriately express feelings. Emphasis also was placed on providing education and opportunities for youths to workoff restitution and participate in community service activities. The RFP process resulted in the award of four contracts. Successful applicants began delivering services during July of 2004.
- All of the Office's programs participated in the Program Enhancement Process (PEP). Common outcome objectives were developed within each service area. Individual groups finalized their

evaluation models and piloted data collection tools.

*FY 2005 Goals:*

- All programs will begin collecting data for PEP.
- Diversion programs and Genesis will update operational manuals to ensure consistency with the Division's revised policies and procedures.
- Privately operated residential programs for state supervision will be reviewed and begin participating in PEP.
- The cabin at Strawberry Work Camp, a short-term residential program for girls, should be completed and ready for occupancy by the end of FY 2005.

## Office of Community Programs

The Office of Community Programs provides community based services to youths committed to Division custody from along the Wasatch front. Services include:

*Case Management.* Each youth committed to Division custody is assigned a case manager who is responsible for overseeing the youth's care and who works with the youth throughout his/her commitment to the Division, regardless of placement. Case management responsibilities begin with an evaluation of the youth's needs for services, based on the youth's (1) personal history, (2) information from other workers, (3) the risk assessment process, and (4) orders and directions from the Juvenile Court. Evaluation results are interpreted within the framework of the BARJ Model. The case manager then works to ensure that identified needs are addressed by arranging delivery of appropriate services. On a daily basis, the case manager makes placement decisions, monitors the youth's progress, participates in determining consequences for noncompliance with rules, shoulders responsibility for the documentation required for Federal entitlement revenues, coordinates with providers, and represents the Division in Court.

*Observation and Assessment (O&A).* The Office of Community Programs directly operates O&A programs in Ogden, Salt Lake City, and Springville. Youths are committed to O&A by the Juvenile Court for a 45-day evaluation. During this time, they receive extensive psychological, educational, physical, behavioral, and social assessments. The overall goal is to determine the services that will best meet the youth's needs. Following the philosophy of the BARJ Model, the expectations

are that the services being identified will hold the youth accountable for the actions that brought him/her to the juvenile justice system, protect the community, and help the youth acquire the competency skills necessary to be successful on return to the community. At the conclusion of O&A programming, evaluation results and recommendations are sent to the Juvenile Court to inform the Court's final decisions.

*Community Based Services.* The Division directly provides or contracts with private providers for residential and nonresidential services for youths committed to the Division for community placement and for youths on parole after secure care. A wide variety of options are available to meet the diverse needs of these youths. Services include: tracking, counseling, group home placements, outdoor impact programs, and specialized intensive residential placements for issues such as drug and alcohol abuse, sex offending, and mental health.

### QUICK FACTS COMMUNITY PROGRAMS

FULL-TIME STAFF.....	159
SERVICE AREA.....	WASATCH FRONT
PROGRAM	#
CASE MANAGEMENT	
OBSERVATION & ASSESSMENT.....	4
TRANSITION .....	3
FY 2004 BUDGET .....	\$31,108,000

*Transition Services.* The transition from secure care or community placement back home or to independent living can be very difficult for a youth. The youth is leaving a highly structured environment with strong external controls and is expected to move into situations where appropriate internal control is critical for success. Transition services are designed to make the move as smooth and successful as possible. These services are provided by State-operated programs, through contracted services with private providers, and by utilizing other community resources.

One of the current challenges of the Office of Com-



munity Programs is to continue to provide appropriate services to all youths committed to the Division while staying within appropriated budgets. Case management holds periodic utilization reviews to ensure that youths are placed in the most appropriate settings and that interventions are being delivered within the framework of the principles of the BARJ Model. Difficult decisions must sometimes be made to balance the needs of the individual youth with the obligation to taxpayers to keep within appropriated budgets and maintain public safety. This will be an ongoing concern as the number of at-risk youths continues to grow.

Most youths committed to the Office of Community Programs have already had extensive experience with the juvenile justice system including interactions with the Division of Child and Family Services, Juvenile Court probation and state supervision, the Division's diversion programs, and state supervision programs. The Division's community services is a last stop prior to secure care or admission into the adult system for these youth. The goal is to keep them from penetrating further into the system. The Division's vision is to become so effective that the demand for secure facility beds decreases and additional budget can be reallocated to diversion and other early intervention programs.

#### *FY 2004 Goals and Accomplishments:*

- Continue to implement the risk assessment and the Case Planning Tool as integral pieces of case management process. A great deal was accomplished during FY 2004, but much remains to be done.
- Develop PEP models for all Division-operated O&As and Transition Programs and for in-state private providers under contract for residential services. While this project has turned into a larger effort than originally anticipated, considerable progress was made during FY 2004, and, with the hiring of a program manager to oversee the project, evaluation models should be completed in FY 2005.

#### *FY 2005 Goals:*

- Issue an RFP for female specific programming in the Salt Lake County area. Research shows that programming specifically designed for girls is needed to successfully work with females. Currently, there is an average of 60-70 girls in custody each day. The RFP will target both residential and

day programs.

- Improve communication and coordination between case management, transition programs, and secure facility staff to improve the success of youths transitioning from secure care back to the community.
- Continue development of the risk assessment process.
- Finalize development of PEP models for O&A, transition programs, and private providers.

The continued success of services and programs offered by the Office of Community Programs is the direct result of the caring staff and volunteers who are dedicated to making a difference in the lives of Utah's youths. These individuals are the Division's greatest resource.

## Office of Correctional Facilities

The Office of Correctional Facilities administers four locked detention centers and five long-term secure facilities along the Wasatch Front. The Division directly operates all of the facilities except for Farmington Bay Youth Center and Salt Lake Valley Detention Center, which are managed by private contractors. The Salt Lake facility provides locked detention. The Farmington Bay facility provides secure care, locked detention, and observation and assessment services.

The Office and its programs are committed to the ongoing evaluation of its services to ensure that best practices are followed and to meet the Division's commitment to the BARJ Model. All facilities provide residents with educational, recreational, medical, mental health, vocational, and restitution services. These services support the competency development piece of the BARJ Model. The accountability piece of the model is the juvenile's obligation to the victims of their delinquent acts. All programs emphasize the importance of helping youths understand the impact their behavior has had and will have on others and help them take responsibility for undoing the harm they have done. An important part of holding youths accountable is teaching youths how to make choices that respect the rights of others. Further, removal of the youth from the community until he/she is able to demonstrate the ability to make positive choices protects the community from further harm.

*Locked detention.* Locked detention programs provide secure short-term care for youths (1) charged with a

serious offense, (2) serving a court ordered sentence, or (3) awaiting placement in another program. Detention programming is designed within the framework of the BARJ Model. Youths admitted to locked detention are screened for early detection of substance abuse, depression, and mental health related problems. Substantial numbers of these youths have been found to be at risk in one or more of these areas. Centers are developing a process to share screening results with parents and direct them to services available in the community through Utah Cares. While in detention, youths are provided with health care and educational and recreational programming.

### QUICK FACTS CORRECTIONAL FACILITIES

FULL-TIME STAFF.....	277
SERVICE AREA.....	WASATCH FRONT
PROGRAM	#
LOCKED DETENTION .....	4
OBSERVATION & ASSESSMENT.....	1
SECURE CARE .....	5
FY 2004 BUDGET .....	\$24,518,500

*Secure Facilities.* Secure facilities provide extended residential care in a locked environment for seriously delinquent youths. These programs are designed to protect the community but also help youths take responsibility for their delinquent behavior and build the skills necessary to be successful when they return to the community.

The Office recognizes that the gains a youth makes while in secure care must be supported when the youth eventually returns to the community. To be successful, there must be close coordination between the staff members who work with a youth in a secure facility and the transition workers and case managers who supervise the youth in the community. The Division's adoption of the Protective and Risk Assessment provides a major element of this coordination. As assessments become more widely used they will provide valuable information about the youth's criminogenic factors and needs for services and progress in meeting programming objectives. Assessment tools also will facilitate the sharing of significant

information between workers in secure facilities, staff in transition programs, and case managers.

The Office of Correctional Facilities recognizes that appropriate care of delinquent youths often requires expertise and programming the Division cannot support on its own. During FY 2004, the Office worked to develop working relationships with allied agencies such as the Division of Substance Abuse and Mental Health to provide specialized evaluations and services. The Office also emphasized identification of outside support to enhance programming. A grant was obtained to provide secure care youths with training in furniture repair. A collaborative effort with the Granite School District helped Decker Lake Youth Center expand its wood shop. Also, secure facility staff continued to work with community religious groups to build and maintain nondenominational chapels at Mill Creek Youth Center, Decker Lake Youth Center and Slate Canyon Youth Center.

#### *FY 2004 Goals and Accomplishments.*

- Develop PEP evaluation models for each program's services and outcomes. Programs are now collecting data that will be used to evaluate program effectiveness. Analysis and interpretation of these data will begin in the spring of 2005.
- Reduce the number of youths moved into the adult system from secure facilities. During FY 2004 no youths were moved from secure care to the adult system.
- Enhance mental health services for juveniles in secure facilities. In July of 2004, five clinical positions were established under the direction of the Division's Director of Clinical Services (see "Clinical Services," page 59). These positions are now coordinating the delivery of mental health services to youths in secure care. Services include individual, family, and group counseling. The clinicians also will be providing in-service training to staff to support their work with secure care youths.

#### *FY 2005 Goals.*

- Utilize PEP results to continue development of best practices for delivery of services to youths in locked detention and secure facilities.
- Improve services provided to females in locked detention and secure facilities.
- Incorporate risk assessment information into the correctional plans for secure care youths.



---

## Office of Rural Programs

The Division's multiuse facilities are designed to provide a variety of residential and nonresidential services for youths in rural communities. These facilities provide the core services of the Office of Rural Programs and have become integral parts of local juvenile justice efforts. Multiuse facilities are operated in six rural communities: (1) Split Mountain Youth Center, in Vernal, receiving center in Roosevelt; (2) Central Utah Youth Center, in Richfield; (3) Canyonlands Youth Center, in Blanding, case management offices in Moab; (4) Cache Valley Youth Center, in Logan that also operates receiving, Youth Services, case management programs in Brigham City and a separate stand alone program at Copper Springs facility in Logan; (5) Castle Country Youth Center, in Price; and the (6) Washington County Youth Crisis Center, in St. George.

---

### QUICK FACTS RURAL PROGRAMS

FULL-TIME STAFF.....275

SERVICE STAFF ..... RURAL

PROGRAM	#
RECEIVING CENTERS .....	7
YOUTH SERVICES.....	7
SHELTER .....	5
HOME DETENTION.....	4
LOCKED DETENTION.....	7
OBSERVATION & ASSESSMENT.....	3
SECURE CARE .....	1
CASE MANAGEMENT	

FY 2004 BUDGET ..... \$20,075,600

---

Additional facilities augmenting the services available through multiuse centers. In June of 2004, a new 48-bed facility was completed for the Washington County area. The building was designed for either short-term detention or long-term secure beds. The building project infrastructure is expandable up to 90 beds. The Legislature has currently appropriated money to open 32 of the new beds. An additional 32 beds can be placed into

service as soon as additional operating and staffing costs are appropriated. The area's original multiuse center, the Washington County Youth Crisis Center will be retained for shelter, and other non secure programs. The Office of Rural Programs also operates the Southwest Utah Youth Center which provides 10 beds for locked detention and 10 beds for long-term secure care for the Iron-County area.

Collectively, rural centers provide 122 beds of locked detention and 70 non-secure beds. Non-secure beds may be used for a variety of residential programs including observation and assessment, shelter, and community based programs. Most centers also have programming space for educational activities, receiving center functions, and work programs. During FY 2004, average locked detention population reached, but did not exceed, overall capacity. However, most programs did experience some overcrowding. The extremes continued in Washington County, which exceeded capacity on occasion and Canyonlands Youth Center, which exceeded capacity. Overcrowding is still an issue but will be minimized when additional funds are appropriated to open the rest of the completed beds in the Dixie Area Detention Center.

#### *FY 2004 Goals and Accomplishments:*

- Complete construction and open a replacement for the Canyonlands Youth Center. Construction was completed and the facility opened for use on July 17, 2003.
- Complete construction and open the Dixie Area Detention Center. Construction was completed and the facility opened for use on June 2, 2004.

#### *FY 2005 Goals:*

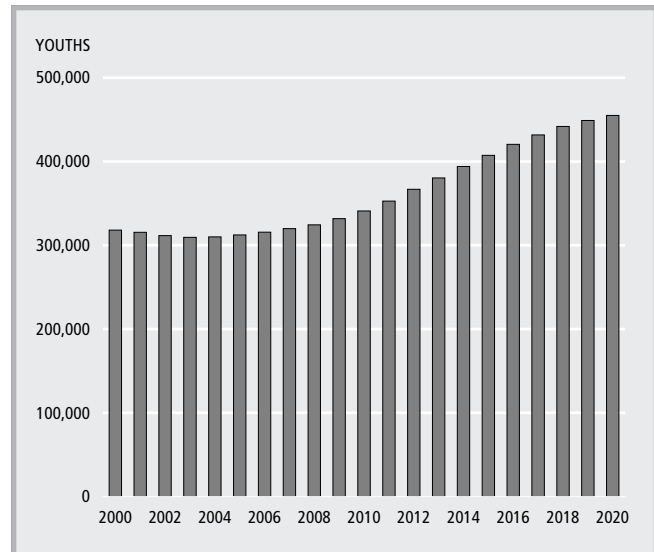
- Rural programs will update operational manuals to ensure consistency with the Division's revised policies and procedures.
- Continue development of PEP models for services and outcomes. Most programs are now collecting data that will be used to evaluate program effectiveness. Analysis and interpretation of these data will begin in the spring of 2005.
- Use risk assessment information and the Case Planning Tool to better develop case management service plans.
- Increase the availability of early intervention and prevention services.

# Population Served

During 2004, Utah's population of 10 - 17 year old youths numbered 310,053, a slight increase above the number in 2003 (309,475). Beginning in 2004, the age group is expected to grow steadily and reach 341,000 by 2010 (see chart at top right; source: Utah State Governor's Office of Planning and Budget, 2004). The majority of these youths (75%) live in four urban counties along the Wasatch Front (Weber, Davis, Salt Lake, and Utah). Another 9.5% of all youths live in three of the state's fastest growing counties (Cache, Washington, and Iron).

Based on an analysis of individuals who turned 18 during the 2003 calendar year, nearly 38% of Utah's youths will have some contact with the juvenile justice system *by age 18*. Nearly 3% will be found by the Juvenile Court to be victims of dependency, neglect, or abuse. Over 29% will be charged with at least one offense and referred to the Juvenile Court. In a substantial number of cases, involvement with the Court will lead to in-home supervision by Juvenile Court probation or transfer of custody from parents to the Division of Juvenile Justice

## UTAH'S 10 to 17 YEAR OLD YOUTHS



Services or the Division of Child and Family Services. Additional predictions are presented below.

## BY AGE 18

### OFFENDING <sup>1</sup>

1 IN 3.8 YOUTHS WILL BE FOUND TO HAVE COMMITTED AT LEAST ONE FELONY- OR MISDEMEANOR-TYPE OFFENSE:

- 1 IN 16.5 - OFFENSE AGAINST A PERSON (1 IN 68 A FELONY-TYPE OFFENSE AGAINST PERSON).
- 1 IN 6.0 - OFFENSE AGAINST PROPERTY.
- 1 IN 6.2 - OFFENSE AGAINST THE PUBLIC ORDER.

A RELATIVELY SMALL PROPORTION OF ALL YOUTHS (6.6%) WILL BE RESPONSIBLE FOR THE MAJORITY OF IDENTIFIED YOUTH CRIME (63%).

### CUSTODY AND SUPERVISION

1 IN 11 YOUTHS WILL SPEND TIME IN LOCKED DETENTION.

1 IN 20 YOUTHS WILL BE PLACED UNDER SUPERVISION WITH JUVENILE COURT PROBATION.

1 IN 31 YOUTHS WILL BE COMMITTED TO DIVISION OF CHILD AND FAMILY SERVICES' CUSTODY OR SUPERVISION.

1 IN 42 YOUTHS WILL BE COMMITTED TO DIVISION OF JUVENILE JUSTICE SERVICES' CUSTODY:

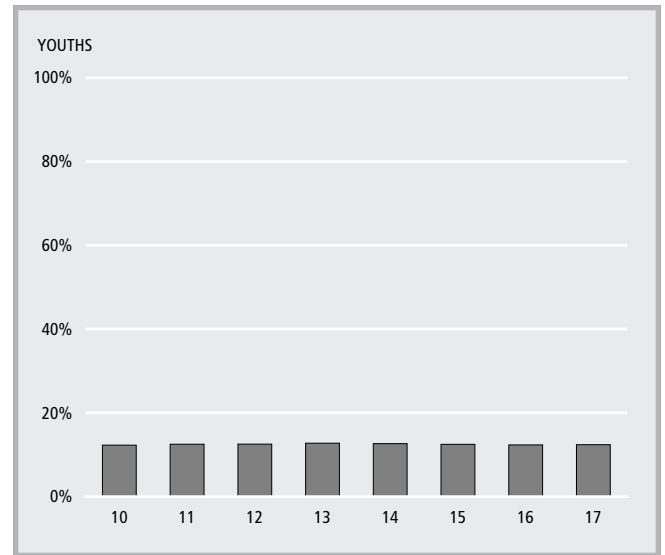
- 1 IN 76 - COMMUNITY PLACEMENT.
- 1 IN 74 - OBSERVATION AND ASSESSMENT.
- 1 IN 275 - SECURE FACILITY.

<sup>1</sup> FELONY-TYPE OFFENSES ARE THE MOST SERIOUS FOLLOWED BY MISDEMEANOR-TYPE OFFENSES. FELONY- AND MISDEMEANOR-TYPE OFFENSES ARE DISTINGUISHED FURTHER BY THEIR OBJECT: PERSON OFFENSES (E.G., ASSAULT); PROPERTY OFFENSES (E.G., CAR THEFT); AND PUBLIC ORDER OFFENSES (E.G., GAMBLING).

## AGES

In FY 2004, the Utah's population included nearly equal numbers of youths at each year of age between 10 and 17 (source: Utah State Governor's Office of Planning and Budget; 2004).

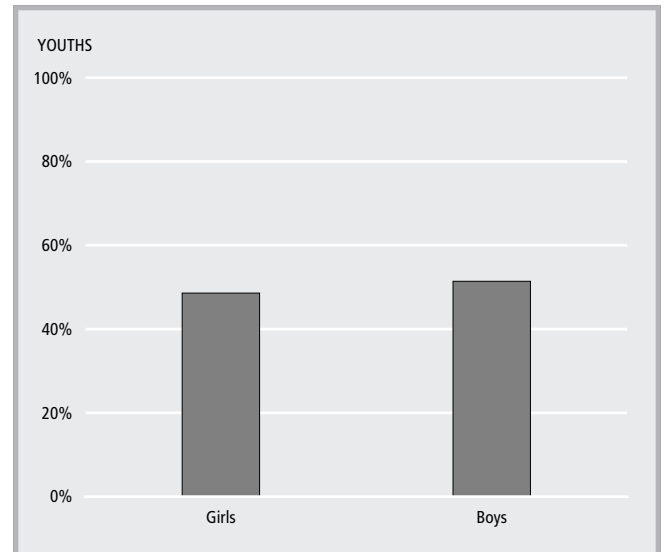
The majority of youths in Division care are between 15 and 17 years old. Consequently, there should be little change in the numbers of candidates for Division programs in the next several years.



## GENDER

Boys held a slight majority (51%) of the youth population (source: Utah State Governor's Office of Planning and Budget, 2004).

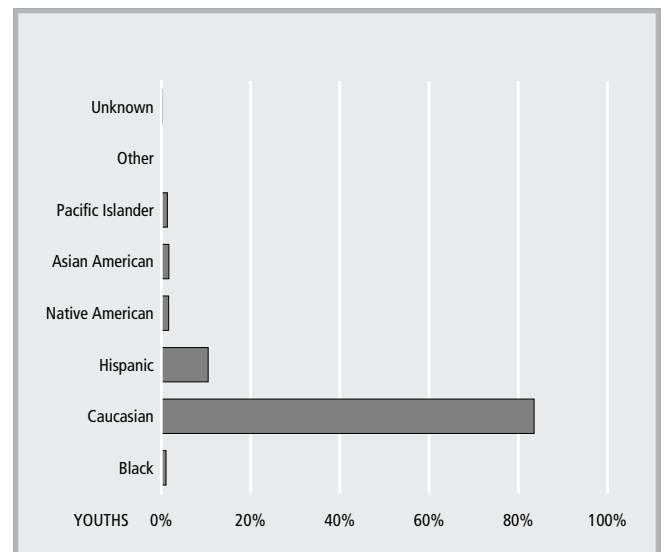
Boys are overrepresented at all levels of the Division's programming.



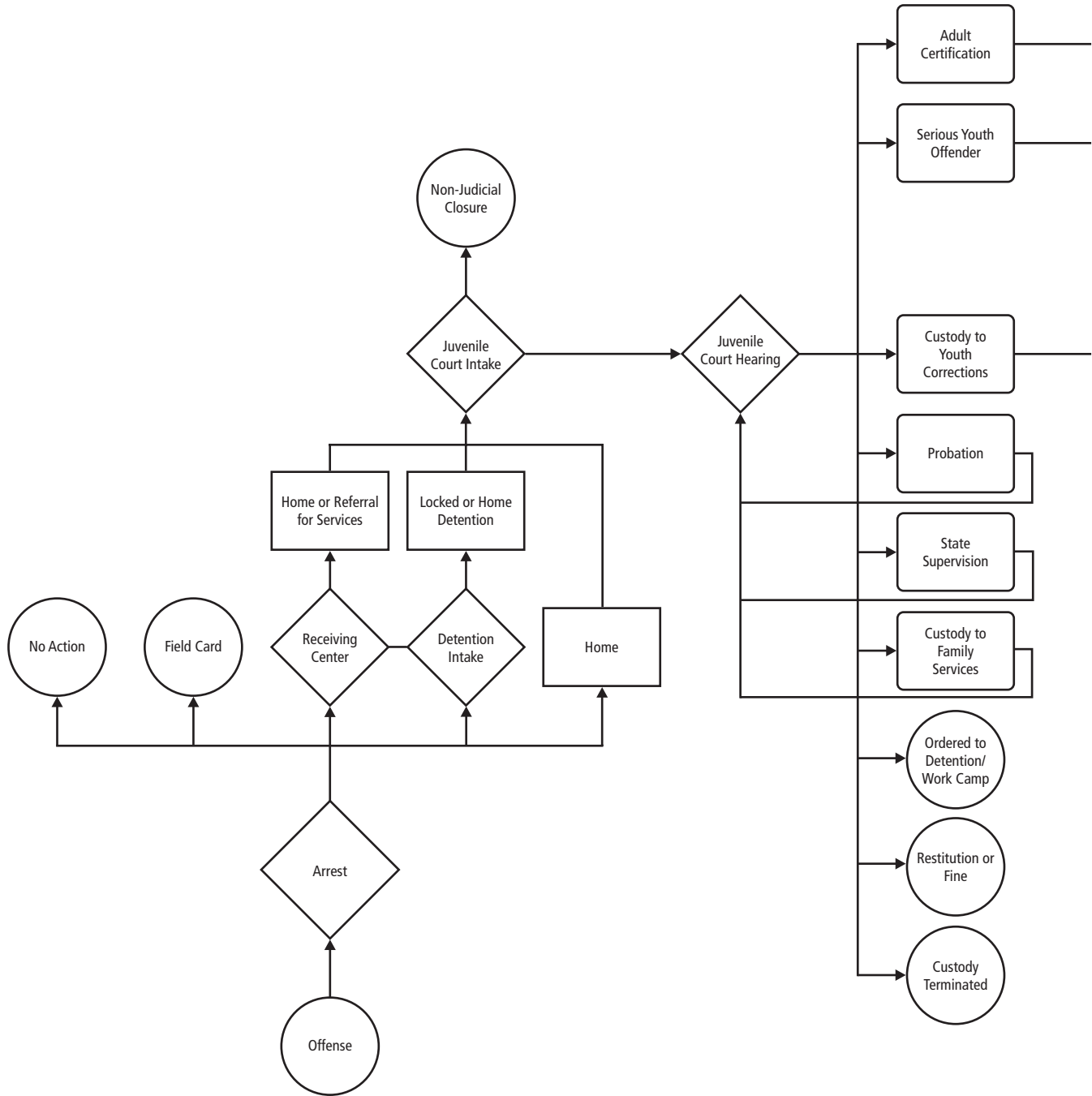
## ETHNICITY

The great majority of youths (83.5%) were Caucasian. Hispanics represented about 10.5% of the group; Blacks 1.1%; Native Americans 1.6%; Pacific Islanders 1.4%; and Asian Americans 1.7% (source: Utah State Office of Education, fall enrollment in grades 5 through 10 for the 2003 - 2004 school year).

Minority youths are overrepresented at all levels of the Division's programming.



# Client Flowchart

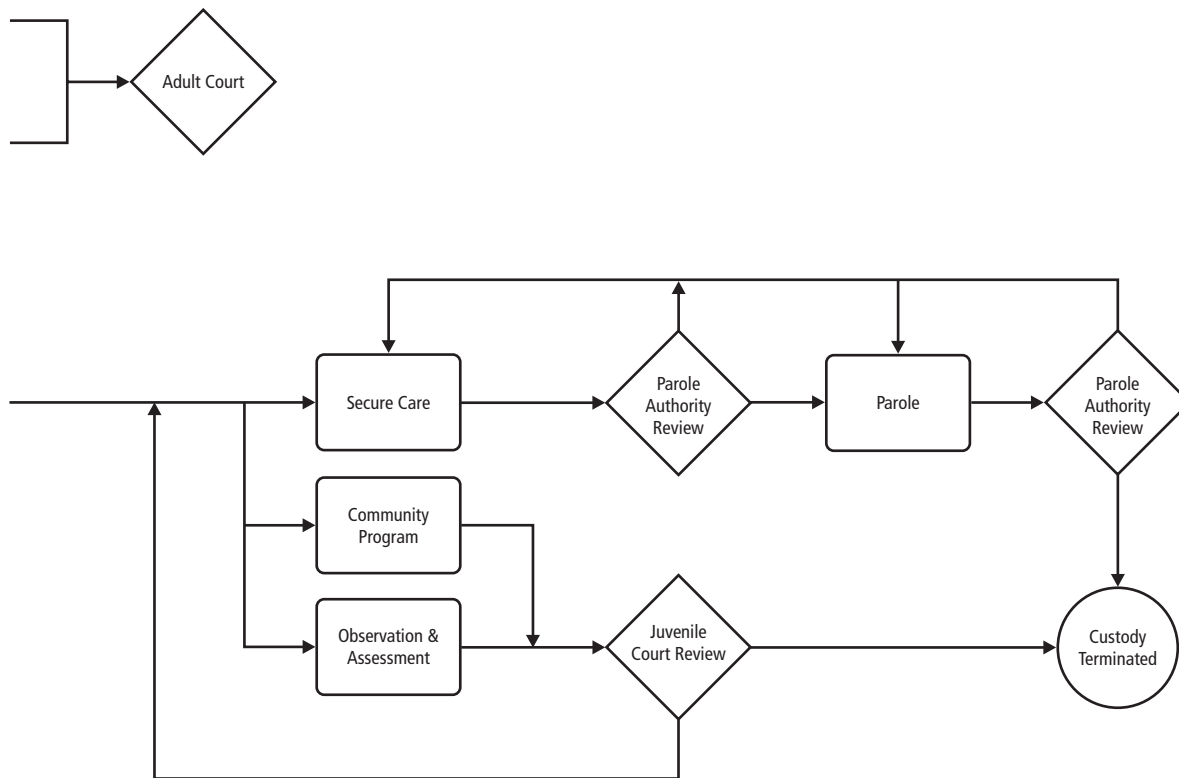


Though the Division now operates youth services programs which may serve non delinquent youths, the great majority of Division clients are delinquent youths who have the following experience:

A youth who is arrested and charged with an offense is referred to a Juvenile Court intake worker. Depending on the seriousness of the offense and other factors, such

as danger to the community, the child may be held in a detention center operated by the Division.

There is a range of sanctions for charges found true. Sentencing alternatives include (1) levying fines, (2) ordering payment of restitution to victims, (3) placing the offender on probation under the continuing jurisdiction of the Juvenile Court, and (4) placing the youth in the



custody of the Division.

Traditionally, granting custody to the Division has been reserved for the most serious or chronic offenders. Several of the Division's treatment options are represented in the chart. Community programs are the least restrictive of these; secure facilities the most restrictive. Programs follow the principles of the Balanced and

Restorative Justice Model (BARJ); namely, competency development, accountability, and community protection.

If a youth cannot be properly cared for by juvenile justice agencies, procedures are available for transferring serious juvenile offenders to the jurisdiction of adult courts and the adult correctional system. Youths found guilty in the adult system serve adult sanctions.

# Juvenile Justice Continuum of Care

The care of Utah's delinquent youths is primarily provided by Juvenile Court Probation, the Division of Child and Family Services, and the Division of Juvenile Justice Services. The Division of Child and Family Services has day care and residential services for dependent and neglected children. In addition, the Division of Child and Family Services provides services to youths under the age of 12 who have been found to be delinquent and youths over the age of 12 who are less seriously delinquent. Probation provides day treatment programs and supervision to youthful offenders. This population largely includes youths who are still in the homes of their parents or are in the custody of the Division of Child and Family Services. The Division of Juvenile Justice Services provides care for delinquent youths who require removal from home. The Division's residential programs range from community based programs to secure care. In addition, Juvenile Justice Services administers Utah's receiving centers, youth service programs, locked detention, detention diversion programs, and residential work programs. Collectively, the programs of the agencies may be thought to form a continuum of care that allows the Juvenile Court to make graduated responses to youths in proportion to the severity of their behavior and according to their needs for treatment.

The continuum has evolved and certainly will continue to change in response to a variety of factors including resource availability, innovations in treatment and programming, community values, and changing demographics. In addition, initiatives of the Utah State Legislature and juvenile justice partners have sought to enhance the continuum and have changed the manner in which programming is applied. Several significant efforts from recent Legislative sessions are described below.

## Judicial Sentencing Authority

The 1997 Utah State Legislature passed two bills that extend the sentencing authority of Juvenile Court Judges. The Juvenile Judges - Short Term Commitment of Youth (UCA 78-3a-118 (2f)) allows Juvenile Court Judges to order youths found to have committed felony-type or misdemeanor-type offenses to a stay of up to 30 days in a locked detention facility or in a detention diversion program.

A second bill passed by the 1997 Legislature (UCA 78-3a-901, Juvenile Court Powers) extends the sanctions available for youths found in contempt of court. Historically, sanctions affecting custody were only given at adju-

dication of new delinquent offenses. This excluded hearings where the only charge was contempt of court. The new legislation allows Juvenile Court Judges to sentence youths found in contempt to any sanction except secure care. This includes short-term sanctions such as orders to detention and long-term sanctions such as community placement.

## Juvenile Sentencing Guidelines

Widespread concerns over rates of juvenile crime prompted the Utah Sentencing Commission to open a dialogue between agencies involved in the care of Utah's delinquent youths. The parties included the Juvenile Court, the Division of Juvenile Justice Services, law enforcement, county prosecutors, defense attorneys, and Utah State Legislators. As a result of these discussions, a guidelines proposal was created that focused on the principles of: (1) early intervention, (2) consistent application of sanctions, and (3) intensive supervision. Increased focus on these objectives was expected to provide for community protection, more equitable application of sanctions, and greater predictability of resource needs for agencies that care for delinquent youths. Most importantly, it was believed that earlier and more intensive intervention would deter youths from delinquent behavior and keep them from penetrating further into the system.

The guidelines proposal was not simply a scheme for determining eligibility for particular sentencing sanctions. It made recommendations about the types of programming that should be available in the juvenile justice continuum of care. First, the plan recommended increasing the frequency of contact youths have with their probation officers. This would be accomplished by reducing probation case loads to between 10 and 15.

Second, a new level of programming known as state supervision was described. This intervention was intended to fill a gap in the continuum of care thought to exist between probation, administered by the Juvenile Court, and community placement managed by the Division of Juvenile Justice Services. The new sanction was designed to be operated through Juvenile Court Probation. Case management functions would be provided by probation officers. Most youths receiving the disposition would remain in their own homes but would be closely supervised by probation officers and would be involved in structured, day-treatment programs. If needed, arrangements could be made for out-of-home placements through the Division of Juvenile Justice Services or the

Division of Child and Family Services.

A third programmatic recommendation involved the use of observation and assessment programming. The guidelines proposal recommended that the program be viewed exclusively as a diagnostic tool and not as a punitive sanction for delinquent youths. Therefore, observation and assessment was not included as one of the guidelines' sanctions. Instead, its use was encouraged whenever diagnostic evaluation was needed for a delinquent youth aged 12 or older.

The actual sentencing guidelines and procedures for using them are described thoroughly in the Sentencing Guidelines Manual 1997 produced by the Utah Sentencing Commission. Application of sanctions is based on three factors: (1) the severity of a juvenile's current offense(s), (2) the juvenile's delinquency history, and (3) any circumstances that would make the behavior seem more serious (aggravating factors) or less serious (mitigating factors). A statute passed by the 1997 Utah State Legislature (UCA 78-3a-505 (2)) requires that the guidelines be considered by any agency making a dispositional report to the Juvenile Court. Departures from guidelines recommendation should be justified in terms of mitigating or aggravating factors. Although Juvenile Court Judges receiving a recommendation are not bound by the guidelines, it was hoped that the standardized recommendations would promote consistency in judicial decisions. Juvenile Court Judges have agreed informally to identify aggravating or mitigating circumstances that merit departure from the guidelines.

Policy makers involved in creating the guidelines believed that they should be "revisited, monitored, and evaluated on a regular basis." The first comprehensive study of the guidelines and their impact has been completed. Funded by the National Institute of Justice, the study was conducted by researchers from the Social Research Institute, located in the Graduate School of Social Work at the University of Utah. The objectives of this evaluation included:

- Assessment of whether a state could implement juvenile sentencing guidelines and an intermediate sanction that are designed to intervene earlier in the lives of juvenile offenders.
- Determination of the effectiveness of an early intervention program based on reductions in subsequent delinquent activity and lowered rates at which youths are committed to the Division of Juvenile Justice Services.
- Identification of promising state supervision ap-

proaches.

The study found that the guidelines appear to have been incorporated into daily practice of juvenile justice workers statewide. Using information from 1999, the following percentage of sentences were found to be consistent with that recommended by the guidelines statewide:

• Other Sanctions	91%
• Probation	59%
• State Supervision	59%
• Community Placement	75%
• Secure Care	47%

When a sentence deviated from the guidelines, 88% were mitigated. That is, the actual sanction given by the Juvenile Court Judge was less severe than the sanction recommended by the sentencing guidelines.

The guidelines and state supervision were designed to help the juvenile justice system intervene earlier with more intensive services, thereby reducing recidivism and reducing the number of youths sentenced to the custody of the Division of Juvenile Justice Services. As policy makers had intended, juveniles sentenced after implementation of the guidelines were put on probation earlier than in the past. Further, state supervision programs statewide were found to be more intensive than those offered for probation. State supervision offenders reported receiving services from the Juvenile Court ranging from 0 to 12 hours a day. On average, state supervision offenders reported receiving more programming during the after school hours, increased substance abuse testing and treatment, more alternative school programming, slightly higher participation in work crews, and increased family participation in supervision and counseling. State supervision offenders also reported more contacts with their probation officers than did youths receiving probation supervision alone. However, programs varied widely. Juvenile Justice Services appears to have created short-term, out-of-home placements using wilderness and work camp programming.

Probationers sentenced under the guidelines were less likely to reoffend during a 2-year follow up period than were probationers who were placed on probation before the guidelines were implemented. Interestingly, there were only slight differences in reoffense rates for different Juvenile Court Districts even though Districts varied widely in the types of new services they had implemented. On the other hand, the rate of commitment to the



Division of Juvenile Justice Services was not significantly reduced.

In summary, the study concludes that it is possible to implement effective, offense-based juvenile sentencing guidelines. The analysis presents a mixed picture of the ability of a state to implement an intermediate sanction that is largely run by the Juvenile Court. The impact of the new program on reoffense rates is equivocal and likely stems from sentencing less serious offenders to probation. Rates of commitment to the Division of Juvenile Justice Services did not show statistically significant decreases. It also is likely that the low percentage of sentences consistent with the guidelines for secure care and the uneven implementation of the state supervision sanction have reduced the effectiveness of the early intervention program.

The full report, "Impact of An Early Intervention Mandate: The Juvenile Sentencing Guidelines and Intermediate Sanctions in Utah, Final Report," can be found on the Utah Sentencing Commission's web site; [www.sentencing.utah.gov](http://www.sentencing.utah.gov).

## Serious Youth Offender

Utah's Serious Youth Offender law, enacted by the 1995 Legislature, was designed to move some youths beyond the Juvenile Justice System. The law was intended to provide more severe sanctions for the most serious juvenile offenders and to remove them from costly juvenile programs that appeared to be having little impact.

To qualify as a serious youth offender, a youth must be at least 16 years of age at the time of an offense and meet one of three offense criteria: (1) the youth is charged with murder or aggravated murder, (2) the youth is charged with a felony-type offense after having been committed to a secure facility, or (3) the youth is charged with at least one of 10 serious felony offenses (aggravated arson, aggravated assault, aggravated kidnapping, aggravated burglary, aggravated robbery, aggravated sexual assault, discharge of a firearm from a vehicle, attempted aggravated murder, attempted murder, or a felony offense involving the use of a dangerous weapon after having previously been found to have committed a felony-type offense involving the use of a dangerous weapon).

Youths who are at least 16 and meet either of the

first two criteria are charged directly in the adult court system. Juveniles who are charged with one of the 10 serious felony offenses are initially given a hearing in Juvenile Court. If the State meets its burden to establish probable cause to believe that the juvenile committed one of the specified crimes, the Juvenile Court binds the juvenile over to the adult court system. Transfer can be avoided if the juvenile meets all three of the following criteria: (1) the minor has not previously been adjudicated delinquent for a felony offense involving the use of a dangerous weapon; (2) the offense was committed with one or more other persons and the youth appears to have a lesser degree of culpability than the confederates; and (3) the minor's offense was not committed in a violent, aggressive, or premeditated manner.

## Other Statutory Based Changes

The 1999 Utah State Legislature reduced observation and assessment programming time from 90 days to 45 days. A single extension of 15 days can be authorized by the Division director (UCA 78-3a-118(e)). The adjustment was expected to increase efficiency of the assessment process by allowing more youths to be evaluated without increasing numbers of observation and assessment staff and other resources and without affecting the quality of observation and assessment services.

The 2002 Utah State Legislature transferred administration of Youth Services to the Division of Juvenile Justice Services from the Division of Child and Family Services (UCA 62A-7-125). The change allows the Division of Child and Family Services to focus on its core mission of caring for abused and neglected youths and recognizes the Division of Juvenile Justice Services' expertise in operating residential programs.

The 2003 Legislative Session changed the Division's name from the Division of Youth Corrections to the Division of Juvenile Justice Services (62A-7-101).

## Legislative Intent Language

The 2004 Utah Legislature directed that funds for the Division and the Youth Parole Authority are non-lapsing.



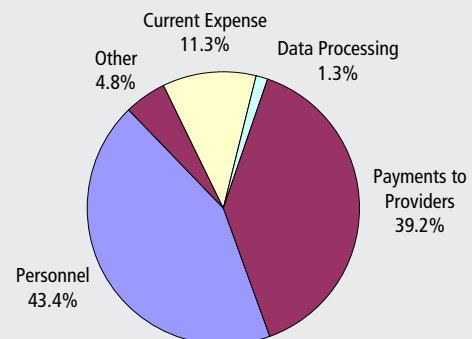
# Budget

The 2004 Legislature added funding to open the Dixie Area Detention Center in Washington County and eight additional shelter beds in Blanding. This increased the Division's budget for FY 2004 to \$93,751,000, a 3.9 % increase over FY 2003. The Division's expenditures and revenue sources are presented in detail on the following pages. General categories of expense are represented in the chart at top right. Personnel costs (\$40,733,000) were the largest single expense category accounting for 43% of all expenses. The second largest category was Payments to Private Providers (\$36,734,000), for 39.2% of the total. This category largely covered residential and nonresidential services provided to clients. The Division also received \$4,841,500 in Federal funds to complete construction of the Dixie Area Detention Center that opened on June 2, 2004.

The chart at bottom left represents the Division's budgets over the last 21 years. Yearly expenditure rose from 10.3 million in FY 1984 to \$93.8 million in FY 2004, an increase of 811%. Budget increases over the period paralleled the increases in numbers of youths placed in Division care and the range of services provided. During the period, the Division opened 48 new O&A beds, 231 new locked detention beds, and 172 new secure care beds across the State.

During FY 2004, the numbers of youths receiving residential services from private providers in community settings increased from 586 to 711 a day. This 21% change increased expenditures by \$1,439,500 over the prior year. The difference was covered by increased Fed-

## FY 2004 EXPENDITURES

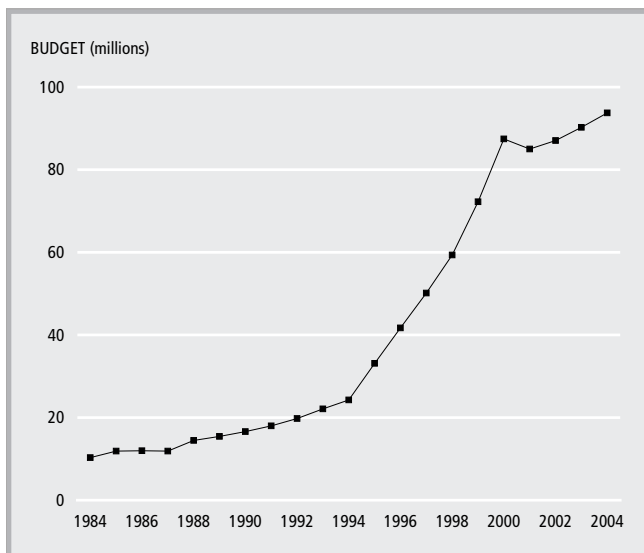


\* Other includes Travel and Capital Expenses.

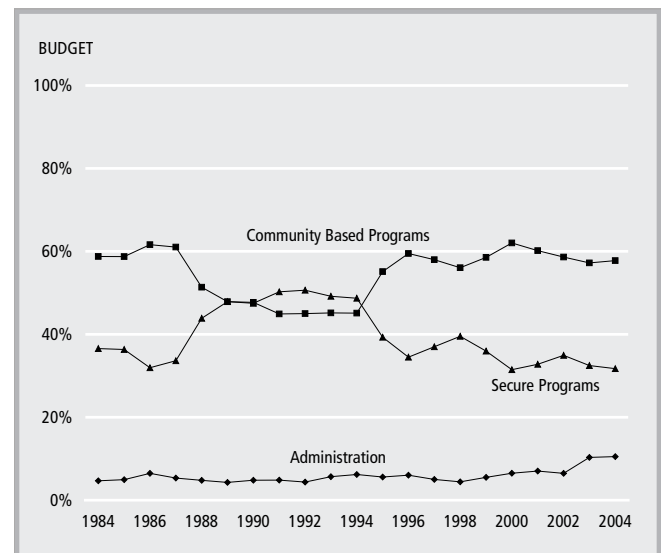
eral Title XIX (Medicaid) collections during FY 2004.

The chart at the bottom right shows fluctuations in budgets for secure programs (detention and secure facilities) compared to budgets for community based programs and administration. Percentages for secure programs reached a high of 50% in FY 1991. In FY 2004, the percentage was about 32%, the second lowest percentage in 21 years. Administrative costs continued to be a small portion of the Division's expenses. Administrative expenditures in FY 2003 and FY 2004 were abnormally high because they include Federal funds used for the construction of the Dixie Area Detention Center.

## DIVISION BUDGETS FY 1984 to FY 2004



## BUDGET COMPONENTS FY 1984 to FY 2004



## OPERATING BUDGETS.

OFFICE	ACTUAL FY 2004 <sup>1</sup>	AUTHORIZED FY 2005	REQUESTED FY 2006
STATE OFFICE ADMINISTRATION <sup>2</sup>	7,486,000	3,840,400	3,803,500
<b>OFFICE OF COMMUNITY PROGRAMS <sup>3</sup></b>			
Administration	1,200,704	1,209,400	1,142,800
CASE MANAGEMENT	3,597,507	3,623,400	3,424,000
COMMUNITY PROGRAMS	20,193,410	20,339,000	19,219,400
OBSERVATION & ASSESSMENT	3,234,564	3,257,900	3,078,500
OUT OF STATE PLACEMENT	969,676	976,700	922,900
TRANSITION	1,912,139	1,925,900	1,819,900
SUB TOTAL	31,108,000	31,332,300	29,607,500
<b>OFFICE OF CORRECTIONAL FACILITIES <sup>3</sup></b>			
ADMINISTRATION	352,042	369,500	364,800
DETENTION FACILITIES	9,971,484	10,465,800	10,331,400
OBSERVATION & ASSESSMENT	877,226	920,700	908,900
SECURE FACILITIES	13,317,748	13,977,900	13,798,400
SUB TOTAL	24,518,500	25,733,900	25,403,400
<b>OFFICE OF EARLY INTERVENTION SERVICES</b>			
ADMINISTRATION	212,230	245,200	240,600
DIVERSION	2,743,690	3,169,700	3,110,300
RECEIVING CENTERS	2,460,190	2,842,200	2,788,900
WORK CAMPS <sup>4</sup>	2,474,454	2,547,100	2,500,000
STATE SUPERVISION	367,143	735,600	721,200
YOUTH SERVICES	2,043,393	2,360,700	2,316,400
SUB TOTAL	10,301,100	11,900,500	11,677,400
<b>OFFICE OF RURAL PROGRAMS</b>			
ADMINISTRATION	335,577	371,600	360,300
CASE MANAGEMENT	813,818	901,300	873,700
COMMUNITY PROGRAMS	6,242,056	6,912,900	6,701,700
DETENTION FACILITIES	5,789,750	6,411,900	6,216,000
DIVERSION	1,344,361	1,488,800	1,443,300
OBSERVATION & ASSESSMENT	1,723,948	1,909,200	1,850,900
OUT OF STATE PLACEMENT	75,566	83,700	81,100
RECEIVING CENTERS	1,076,587	1,192,300	1,155,900
SECURE FACILITIES	654,334	724,600	702,500
SHELTER	1,601,252	1,773,300	1,719,100
YOUTH SERVICES	418,351	463,300	449,200
SUB TOTAL	20,075,600	22,232,900	21,553,700
<b>YOUTH PAROLE AUTHORITY ADMIN</b>	261,600	348,100	276,100
<b>TOTAL</b>	<b>93,750,800</b>	<b>95,388,100</b>	<b>92,321,600</b>

---

**REVENUES.**

<b>SOURCE</b>	<b>ACTUAL FY 2004 <sup>1</sup></b>	<b>AUTHORIZED FY 2005</b>	<b>REQUESTED FY 2006</b>
GENERAL FUND <sup>2</sup>	65,974,000	72,662,100	70,101,000
FEDERAL COLLECTIONS <sup>3</sup>	24,171,800	18,920,600	18,506,200
OTHER COLLECTIONS <sup>4</sup>	2,444,700	2,645,100	2,645,100
GENERAL FUND RESTRICTED <sup>5</sup>	1,160,300	1,160,300	1,069,300
<b>TOTAL</b>	<b>93,750,800</b>	<b>95,388,100</b>	<b>92,321,600</b>

## Revenue Notes.

1 FY 2004 included funding for one additional day of service.

2 FY 2004 General Fund included \$969,100 non-lapse from the previous year. FY 2005 includes \$1,922,100 from the previous year.

3 Federal Revenues includes Title IV-E, Title XIX, US Immigration and Naturalization Service and other Federal grants and programs. FY 2004 included VOITIS funds used to build the Dixie Area Detention Center.

4 The majority of Other Collections is Office of Recovery Services (ORS) collections from parents to pay for the cost of care.

5 General Fund Restricted is for victim restitution, work camps, and DNA testing. DNA testing funds are eliminated for FY 2006.

## Operating Budget Notes.

1 FY 2004 included funding for one additional day of service.

2 FY 2004 General Fund included \$4,292,300 in Federal funds to help pay for the construction costs of the Dixie Area Detention Center.

3 Federal Revenues included Title IV-E, Title XIX, US Immigration and Naturalization Service and other Federal grants. FY 2004 revenues also included VOITIS funds.

4 Genesis Work Camp was a Correctional Facilities Program in FY 2004 and prior years. It is now managed under the Office of Early Intervention Services.

# Early Intervention Services

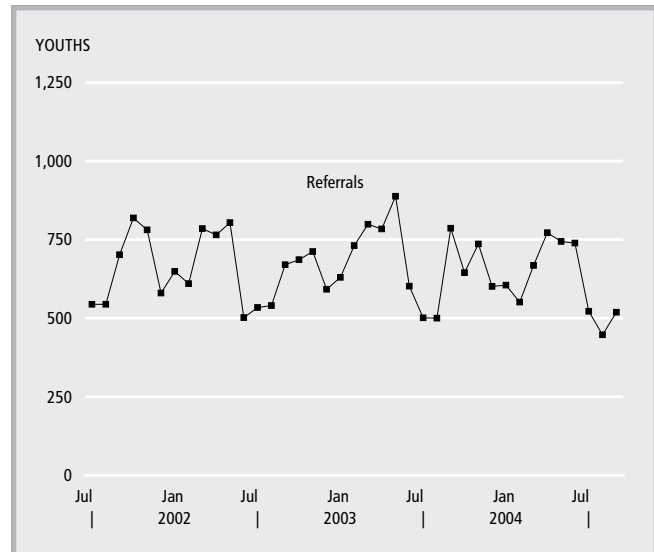
## Receiving Centers

Youths typically enter Utah's juvenile justice system when arrested and charged with an offense (see "Client Flowchart," page 20). The arrest usually is made by a local police officer, county deputy sheriff, or a member of the Highway Patrol. If the youth is accused of a serious offense which falls within the Guidelines for Admission to locked detention, the youth may be taken to a locked detention center. However, when guidelines are not met, officers often struggle to find a responsible adult to take custody of the youth or to find a suitable placement. The officers may not have the means or the time to contact the youth's parents and may have difficulty finding appropriate services for a youth requiring immediate care. All too often this results in intense frustration, wasted time, and missed opportunities for everyone concerned. The youth misses a chance to receive help and is exposed to an inefficient system. The arresting official must devote time away from other duties critical to public safety.

To minimize such difficulties, receiving centers have been opened across the State. The centers are built on a partnership between Juvenile Justice Services, the Division of Child and Family Services, law enforcement, the Juvenile Court, and local community resources. On receiving a youth, receiving center workers immediately attempt to contact the youth's parents or guardians. They evaluate the youth's immediate needs for security and care and make referrals for services if appropriate. Referrals can be made to meet a variety of needs including crisis intervention, youth services care, locked detention, substance abuse counseling, mental health programming, and school counseling.

During FY 2004, 12 receiving centers were open for service. The Office of Early Intervention Services operates 5 centers; the Office of Rural Programs operates 7 centers. Overall monthly receiving center referrals are represented in the chart at top right. During FY 2004, 7,848 youths were served. About 60% were boys and 40% were girls. Nearly 85% of all referrals were to centers in urban areas operated by the Office of Early Intervention Services. Reasons for referral ranged from truancy to delinquent offenses. Length of stay varied, but typically was under 2 hours. In most cases, youths were released to their parents or guardians. Substantial numbers also were released to shelter, youth services programs, and locked detention. Based on findings of need, referrals were made to other agencies including the Juvenile Court, Division of Child and Family Services,

## RECEIVING CENTER REFERRALS



substance abuse agencies, and mental health agencies.

All 12 rural and urban receiving centers have participated in the Division's PEP initiative (see "Program Enhancement Process," page 68). As of this writing, all have completed their PEP models and rural programs have begun collecting data. Urban programs are in the process of finalizing selection of data collection tools. As has been true for other programs, PEP has provided a useful forum for sharing ideas between similar programs.

## Diversion Programs

The Office of Early Intervention Services operates three diversion programs along the Wasatch Front. These programs have been developed to provide cost effective and safe interventions to help relieve crowded detention centers, hold offenders accountable and enhance public safety. Staff members of diversion programs work hard to impact youths' lives in positive ways and help them avoid further penetration into the juvenile justice system. The programs are the Davis Area Youth Center, which serves Weber and Davis Counties, Salt Lake Alternatives, which serves Salt Lake, Tooele, and Summit Counties, and Lightning Peak, which serves Utah County. Each program provides three major programming components: home detention, day treatment, and state supervision. Collectively, during FY 2004, these programs served over 3,000 youths. Youths received over 200,000 direct and indirect contacts and worked almost 80,000 hours in restitution and community service projects.

*Home Detention.* Home Detention provides pre-adjudicated youths the opportunity to remain at home rather than stay in locked detention while waiting a hearing before the Juvenile Court. However, the youths are under the supervision of the Division workers and must check in several times a day. They are considered to be on house arrest and are not allowed to leave home without adult supervision.

*Day Treatment Program.* The day treatment program is generally geared to youths who are post adjudicated and have been ordered to attend and participate in the program for up to 30 days rather than remain in locked detention. Youths are supervised daily. Their progress is tracked through face-to-face contacts, collateral contacts such as with schools, and by telephone. Youths are provided a structured program that covers after school times, evenings, and weekend days. Participants have opportunities to attend educational groups on a variety of subjects, skill building activities, and community service activities. In some areas, in-home support is also provided and referrals can be made to other agencies for additional services when needed.

*State Supervision.* State supervision offers contracted residential services for youths who have failed other early intervention programs but remain on Juvenile Court probation. Youths in the program are placed out of home for a short-term stay of from 45 to 60 days but continue to be managed by probation. Youths are placed in contracted residential programs that have been identified by the Division for this specific population. These programs emphasize education and skills development activities that ready the youth for a successful return to the community.

## Youth Services

The 2001 Legislature transferred oversight of youth services from the Division of Child and Family Services (DCFS) to Juvenile Justice Services. Since July 2002, the Office of Early Intervention Services has administered three youth services centers along the Wasatch Front. The office directly operates the Archway Youth Service Center in Ogden. Salt Lake County Youth Services, in Salt Lake County, and Vantage Point Youth Services, in Utah County, are operated under a contractual agreement with the respective counties. Archway Youth Service Center and Salt Lake Youth Services also operate

non residential satellite sites.

Youth services centers provide 24-hour crisis counseling services to runaway, homeless and ungovernable youths and their families. The primary goal is to keep families intact and to divert youths and families from intervention by the juvenile justice system. Services include immediate crisis intervention, short-term crisis residential, voluntary extended residential, individual and group counseling, and community outreach. Youths typically are brought to the centers by law enforcement, family members, or other concerned individuals. In addition, the centers accept self referrals and referrals from receiving centers.

- *Crisis Intervention.* Homeless or runaway youths taken or self-referred to the center are given crisis intervention counseling in an effort to reunite the child with family. If successful, no further intervention may be required.
- *Crisis Residential.* Youths with problems that cannot be resolved through crisis intervention and who cannot immediately be returned home may be referred for short-term residential care. Generally, the stay does not exceed 72 hours. During this time, counseling and more thorough assessments of the youth and his/her family situation are provided. Many situations are resolved after this brief stay without additional services. Youths and families needing more intervention are referred to the 60-day program.
- *60-Day Program.* Services provided in the 60-day program generally are provided on an outpatient basis. However, residential care may be extended for up to 14 days. The youth's stay is voluntary and contingent on all parties signing a voluntary agreement for placement and services. The agreement outlines the expectations of all participants, including the frequency of counseling sessions. Outpatient services can continue for up to 60 days.
- *Community Outreach Services.* Youth services centers work cooperatively with other community agencies to identify appropriate services to meet the broad, longer-term needs of runaway, homeless, and ungovernable youths and their families. Staff provides educational groups and presentations to a variety of community partners.

# Work Programs

Work projects have become important parts of Division programs at all points along the continuum of care. The Genesis Youth Center is a residential program specifically designed to provide work experiences. Other Division programs such as secure care and observation and assessment integrate work projects with other correctional activities. In addition, the Division will have a summer program at Strawberry Work Camp in FY 2005.

Well planned and coordinated work projects serve a number of important functions. Most importantly, perhaps, they provide opportunities for youths to demonstrate accountability for their delinquent behavior. The wages or service hours that youths earn are used to repay victims of juvenile crime and help repair harm done. Properly constructed, work experiences can also help youths learn about the impact of their delinquent behavior on victims. The community benefits through work on significant projects. Work experiences also help foster competence and give youths the chance to learn constructive ways to gain personal satisfaction. Participants have opportunities to learn practical skills and feel the pride that comes with completing a job. Some of the projects also involve parents to strengthen family support networks.

## Genesis Youth Center

Genesis Youth Center in Draper is a community based, coeducational, residential work program for juvenile offenders. The center has 50 beds, 40 for males and 10 for females. Genesis serves youths from all parts of the State. The program, which opened in 1994, is administered through the Division's Office of Early Intervention.

The main focus of the Genesis program is to hold youths accountable for their delinquent behavior by giving them the opportunity to work off community service hours and restitution owed to victims. Genesis also assists youths learn meaningful skills. Many acquire skills that will help them later in the job market.

During FY 2004, there were 281 admissions to Genesis, including 234 boys and 47 girls. The average length of stay during the year was about 58 days. Overall, Genesis residents worked 74,857 hours of community service. At a rate of \$5.15 per hour, this represents a return to the community of over \$385,500.

A variety of educational and vocational opportunities are available to all residents of the program. School is provided on site through the Youth In Custody Program of the Jordan School District (see "Youth In Custody



Youth in Custody classroom at Genesis Youth Center.

Educational Program," page 70). A vocational wood working class is available for both boys and girls. Residents completed a number of projects during the year including construction of closets for the program's living centers and picnic tables for the facility's grounds. Residents also made picnic tables and desks for other Division facilities.

During FY 2004, residents of the girl's section at-

### QUICK FACTS GENESIS YOUTH CENTER

BEDS.....	50
ADMISSIONS .....	281
GIRLS .....	47
BOYS.....	234
DIFFERENT YOUTHS SERVED .....	289
AVERAGE DAILY POPULATION .....	43.8
WORK HOURS COMPLETED.....	74,857
AVERAGE LENGTH OF STAY .....	58 DAYS
DAILY COST PER YOUTH.....	\$150.21



tended horticulture classes and planted a vegetable and flower garden. They added a fishpond this year and learned how to take care of the water plants. They have a green house on site and are improving it by pouring a cement floor. They also crocheted beanies for a homeless shelter, made blankets for the animal shelter and constructed toys that were sent to overseas orphanages.

Residents of the boy's probation unit crocheted afghans for the women's shelter and entered them in the Utah State Fair where they received many blue ribbons for their efforts. Residents of the section also maintained a garden.

All residents were responsible for all the yard work and landscaping on the Genesis grounds. Projects such as these help youths build self-esteem by completing a job well done and seeing the fruits of their labors.

In addition to the educational and vocational opportunities residents receive, Genesis provides youths with regular opportunities to fulfill restitution obligations to their victims. Residents typically work 6 days a week at regular work sites including:

- Life Care for Senior Citizens
- Tracy Aviary
- Red Butte Gardens
- Community Gardens
- Equestrian Park
- Best Friends Animal Sanctuary
- West Valley Animal Shelter
- Camp Williams/Utah National Guard
- This Is The Place Heritage Park
- Deseret Industries
- Indian Food Bank
- Utah Food bank
- Dan Peterson School for Mentally and Physically Challenged Children
- Dimple Dell Park
- Lawn care for other Division facilities
- Genesis Kitchen and Laundry

Genesis also supports local community projects and charities by setting up and taking down equipment for special events. During FY 2004, Genesis residents helped such community projects as the:

- Scottish Festival
- Greek Festival

- Hispanic Festival
- Bountiful Arts Festival
- Living Traditions Festival
- MS Charity Fund Raiser Marathon
- Adopt-A-Native Elder Program Food Drive
- Adopt-A-Pet Fair
- Food Commodities Delivery

#### *FY 2004 Accomplishments:*

- Genesis staff participated in the Division's Program Enhancement Process (PEP). The program's evaluation model was finalized and data collection tools were designed and tested.
- The number of youths going AWOL from the program was reduced.
- The facility's control room was remodeled and the facility's security upgraded with the installation of eight additional security cameras.
- Girls were included in the vocational woodworking program and worked on several projects.
- Volunteer tutors were recruited to help students with reading and math.
- 13 residents received high school degrees.

#### *FY 2005 Goals:*

- Publish data collection tools for PEP on the CARE information system and train all staff to use them.
- Begin using PEP data to make program enhancements.
- Evaluate all present work sites and develop new ones.
- Remodel two spare rooms and make them into visiting and day rooms.
- Continue to improve program safety and security and decrease the rate of AWOLs.
- Add home improvement skills to the vocational program.

Genesis staff and residents had many accomplishments to be proud of during FY 2004. The Genesis program continues to provide important benefits to youths, their victims, and the community at large. Staff are always looking for ways to improve the services provided and enhance the learning experiences for the youth.

# Detention

Locked detention programs provide short-term control of youths who pose an immediate danger to themselves or others. These programs often are a youth's first point of contact with Utah's juvenile justice system. Youths typically enter locked detention (1) pending Juvenile Court adjudication, (2) waiting transfer to another jurisdiction or agency, or (3) on a short-term commitment to detention ordered by the Juvenile Court.

## QUICK FACTS LOCKED DETENTION

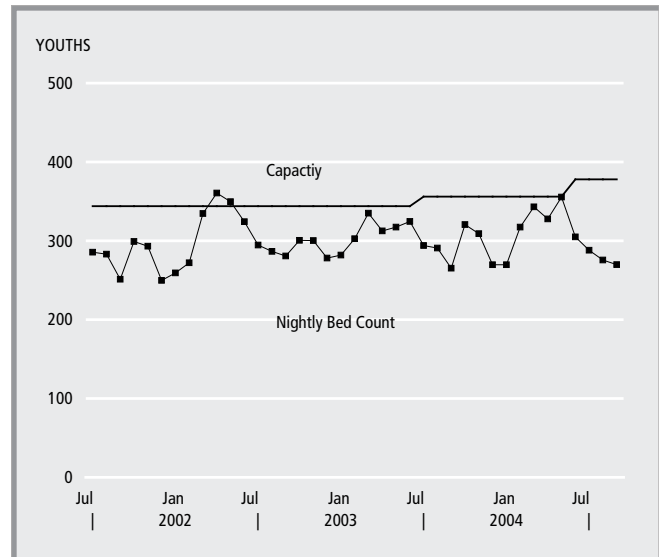
NUMBER OF PROGRAMS .....	11
BEDS.....	378
ADMISSIONS .....	14,423
DIFFERENT YOUTHS SERVED .....	6,378
AVERAGE NIGHTLY BED COUNT .....	305.6
LENGTH OF STAY PER ADMISSION.....	7.7 DAYS
DAILY COST PER YOUTH.....	\$140.91

Locked detention programs function within the framework of the BARJ Model to provide secure custody and activities aimed at helping youths take responsibility for their offenses and learn socially acceptable skills. Youth in Custody teachers hold school every weekday in classrooms at each facility (see "Youth in Custody Educational Programs", page 70). Medical and dental services also are provided as needed. Family visitation is encouraged and nondenominational church services are held at all centers.

Locked detention programs are administered by the Office of Rural Programs in rural areas and by the Office of Correctional Facilities along the Wasatch Front.

The chart at top right represents the statewide average nightly bed count of locked detention each month from July FY 2002 to September FY 2005. Bed count grew slightly over the period from an average of 297 in FY 2002, to 306 in FY 2004. Admissions were stable at about 14,400 each year of the period. Average length of stay per admission grew from 7.4 days in FY 2002 to 7.7 days in FY 2004.

## AVERAGE NIGHTLY BED COUNT



During FY 2004, serious overcrowding occurred at several detention centers. As may be seen in the table on the following page, most centers exceeded capacity sometime during the year. The most extreme cases were Washington County Youth Crisis Center (92.3%) in St. George and Weber Valley Detention Center (55.2%) in Roy. Overcrowding at the Washington County facility was relieved with the opening of the Dixie Area Detention Center on June 2, 2004. The new facility increased the area's detention beds from 10 to 32.

All 11 locked detention programs participated in the Division's PEP initiative (see "Program Enhancement Process," page 68) and have built evaluation models. All seven rural programs and the Weber Valley Detention Center have begun data collection are learning how to use data for assessing and enhancing program effectiveness. The process has already proved to be helpful for both administrators and detention staff by providing a forum for exchanging ideas about different programming approaches and information management.

Youths who do not pose an immediate risk to themselves or others may be placed on home detention as an alternative to locked detention (see "Early Intervention Services," page 28). Home detention workers provide close supervision and effectively protect the community and control the youth without the negative consequences of removing the youth from home. Home detention programs are operated by the Office of Rural Programs in rural areas and the Office of Early Intervention Services along the Wasatch Front.





Computer classroom at Slate Canyon Youth Center.



Entrance to Salt Lake Valley Detention.

## USE OF LOCKED DETENTION CENTERS DURING FY 2004.

FACILITY	CAPACITY	YOUTHS SERVED <sup>1</sup>	ADMITS <sup>2</sup>	NIGHTLY BED COUNT	NIGHTS OVER CAPACITY <sup>3</sup>	LENGTH OF STAY <sup>4</sup>
<b>OFFICE OF CORRECTIONAL FACILITIES</b>						
FARMINGTON BAY YOUTH CENTER	24	680	1,293	23.5	42.3%	6.6
SALT LAKE VALLEY DETENTION	160	2,817	5,861	139.1	16.7%	8.6
SLATE CANYON YOUTH CENTER	38	714	1,490	31.6	21.3%	7.8
WEBER VALLEY DETENTION CENTER	34	908	2,181	36.2	55.2%	6.1
<b>OFFICE OF RURAL PROGRAMS</b>						
CACHE VALLEY YOUTH CENTER	16	430	1,046	14.6	28.4%	5.0
CANYONLANDS YOUTH CENTER <sup>5</sup>	16	171	305	6.6	4.6%	7.8
CASTLE COUNTRY YOUTH CENTER	16	212	419	8.8	0%	7.7
CENTRAL UTAH YOUTH CENTER	16	190	355	5.0	0%	5.1
SOUTHWEST UTAH YOUTH CENTER	10	189	344	8.1	19.4%	8.7
SPLIT MOUNTAIN YOUTH CENTER	16	199	331	10.9	7.4%	12.1
WASHINGTON CO. YTH CRISIS CTR <sup>6</sup>	32	322	798	21.1	92.3%	9.8

<sup>1</sup> "Youths Served" is an unduplicated count per facility. "Total" of "Youths Served" is an unduplicated count for the entire system.

<sup>2</sup> Changes in a youth's status during a single episode in detention are counted as separate admissions. For example, a youth placed in detention for a delinquent offense who attends court and is then ordered to a 10-day commitment to detention would accumulate two admissions based on a change of status while in detention.

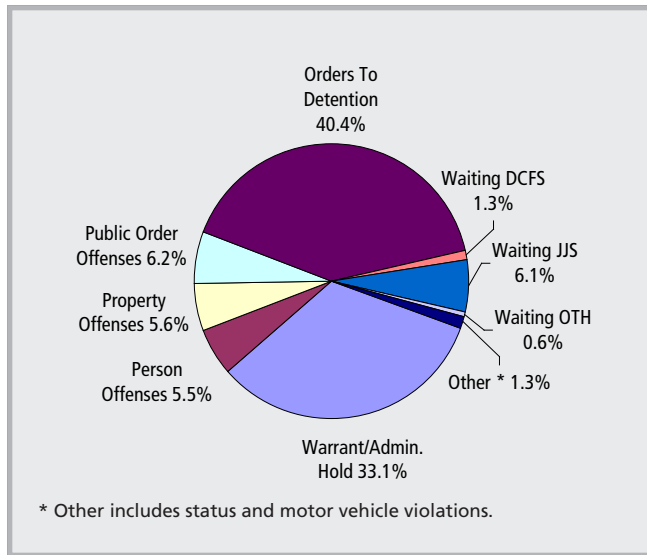
<sup>3</sup> "Nights Over Capacity" is based on the actual numbers of beds available each night.

<sup>4</sup> "Length of Stay" is the average number of days served per admission for youths who were released during FY 2004.

<sup>5</sup> The new Canyonlands Youth Center opened on July 17, 2003, replacing the existing 4-bed facility and eliminating nights over capacity.

<sup>6</sup> The new Dixie Area Detention Center opened on June 2, 2004, replacing the existing 10-bed facility and eliminating nights over capacity.

## ADMITTING OFFENSES TO LOCKED DETENTION

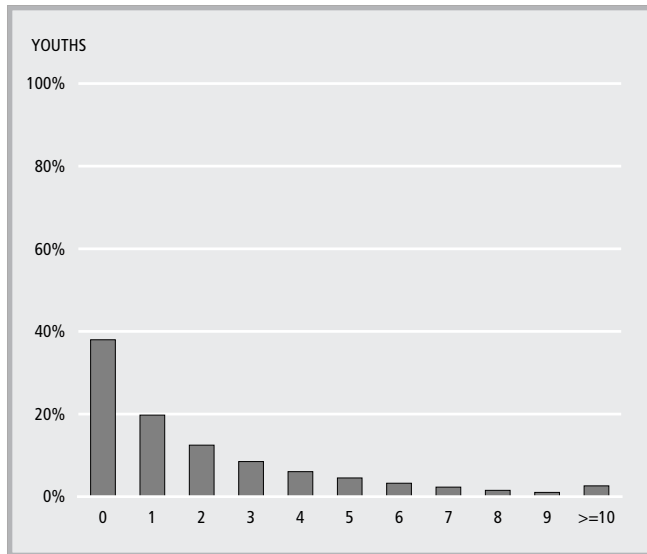


During FY 2004, 17.3% of youths admitted to locked detention were admitted for delinquent offenses, including: (1) offenses against other people, (2) theft or damage to property, and (3) violations of public order.

A substantial proportion of admissions to locked detention, 73.4%, were for orders to detention, warrants, or administrative holds.

8.0% of admissions to locked detention were for youths waiting for a Juvenile Justice Services' placement (Waiting JJS), a Division of Child and Family Services' placement (Waiting DCFS), or some other agency's placement (Waiting OTH).

## PRIOR DETENTION ADMISSIONS

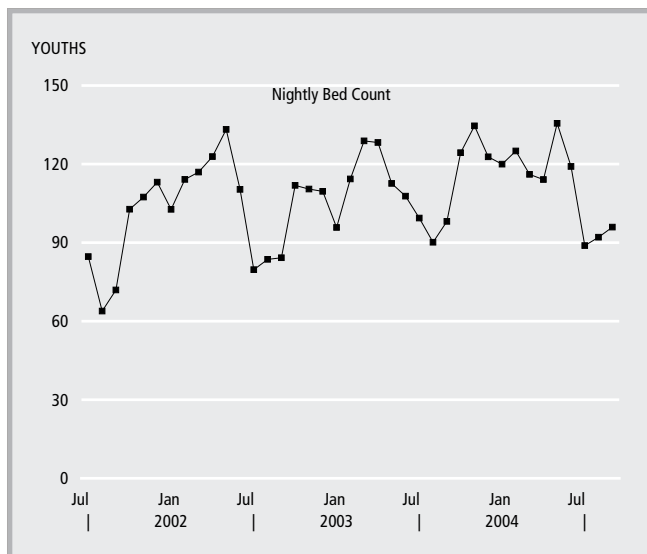


Youths admitted to locked detention during FY 2004 had an average of just over 2 prior admissions to locked detention.

About 58% of youths admitted had either one or no prior detention placements; that is, they were being admitted for the first or the second time.

2.6% of youths admitted during the year had 10 or more prior placements in locked detention.

## USE OF HOME DETENTION

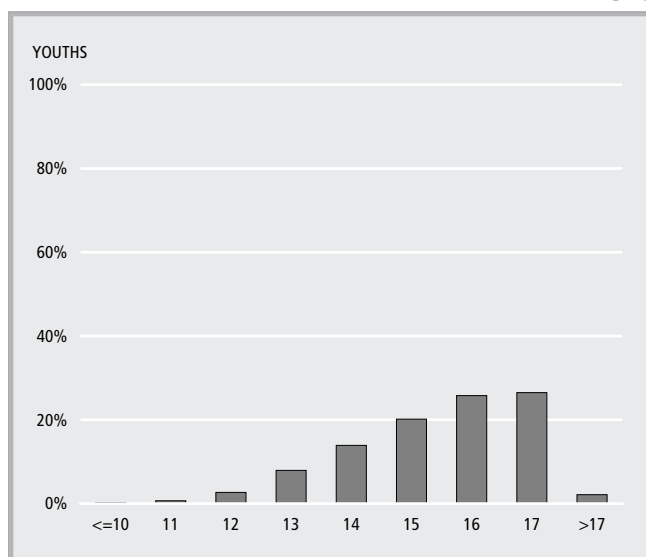


During FY 2004, 8 different home detention programs had 1,808 admissions and provided over 51,200 days of care to 1,989 different youths.

Average nightly home detention population in FY 2004 was about 112, a 6% increase over the number in FY 2003.

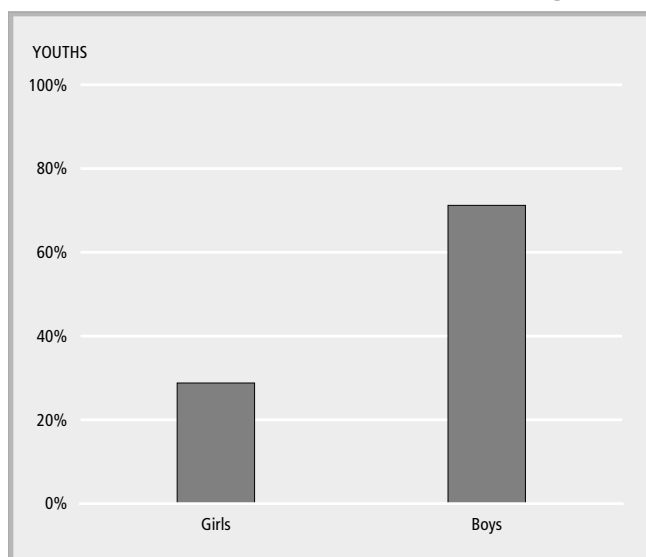
## AGES

Youths admitted to locked detention during FY 2004 ranged in age from less than 10 to over 18 years old and averaged 16 years. Of all youths admitted, 86% were between 14 and 17 years old. This is approximately the same distribution of ages as that seen in FY 2003.



## GENDER

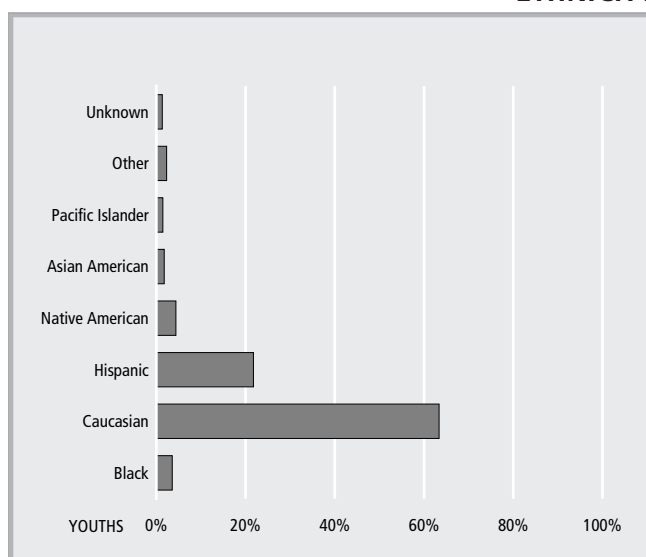
Girls represented about 29% of all youths admitted to locked detention during FY 2004, or over one in every four admissions. This compares to 27% during FY 2003.



## ETHNICITY

Continuing a trend of many years, minorities were overrepresented in locked detention. Collectively, they accounted for nearly 37% of all admissions, though they represent about 15% of Utah's youth population.

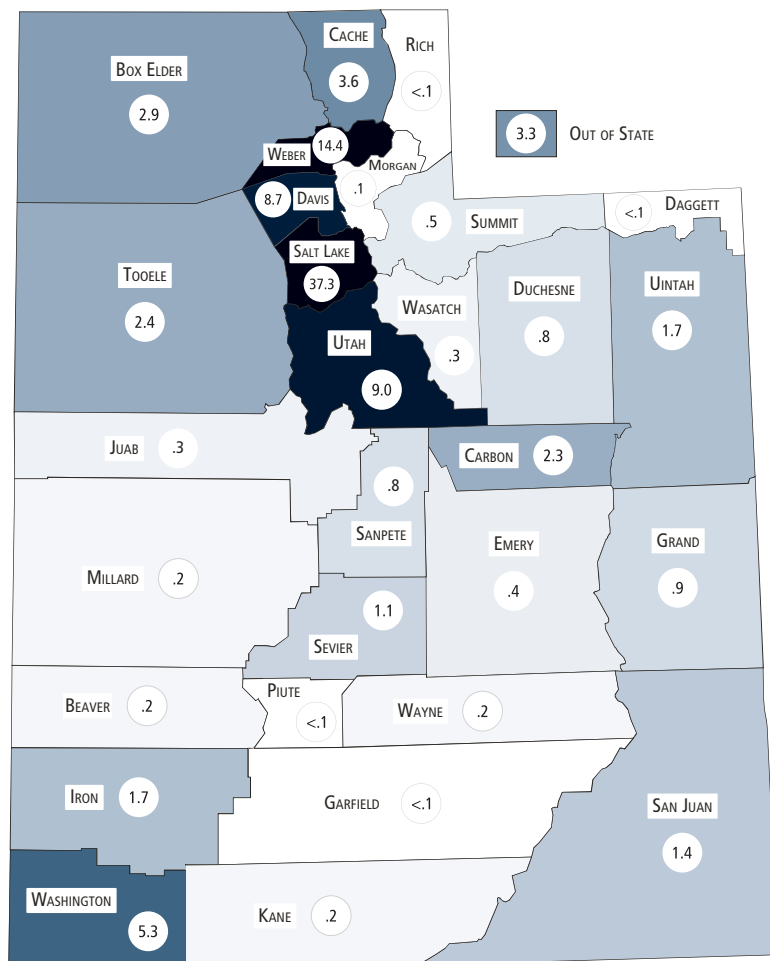
Black youths were represented about 3.5 times more frequently than would be expected from their proportion in the population at large; Hispanics were represented over 2 times more frequently. These percentages are about the same as those from FY 2003.



## Admissions by County

Statewide, there were 14,423 admissions to Utah's locked detention during FY 2004. Shading and numbers in the map at top right represent the percentages of these admissions involving youths from Utah's 29 counties. For example, 9.0% of admissions involved youths from Utah County.

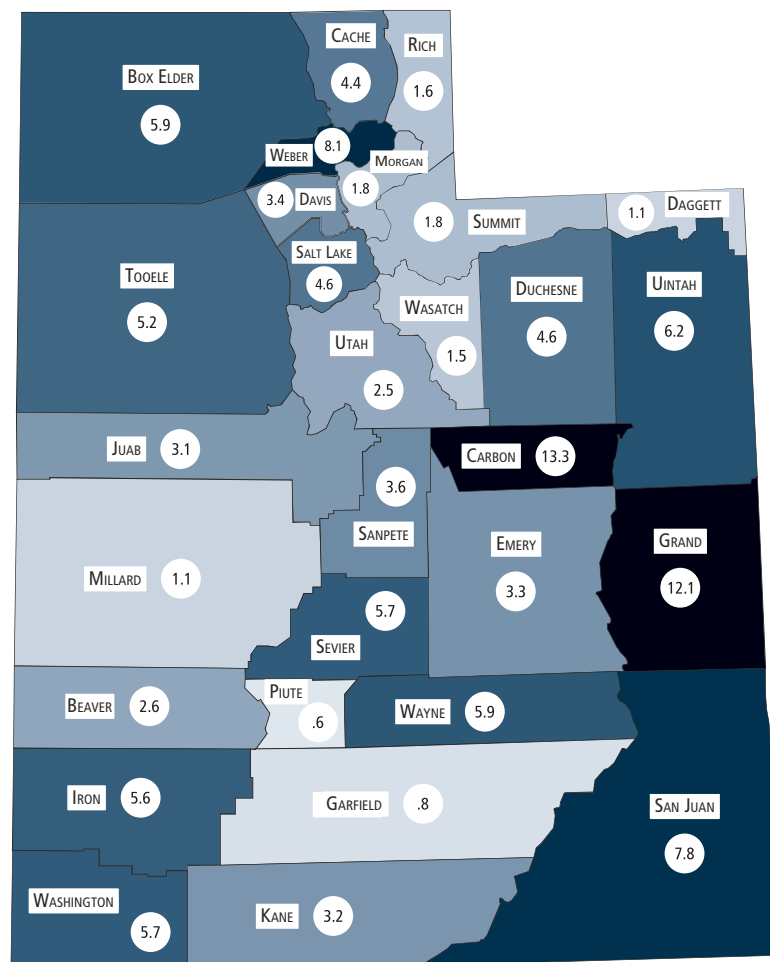
- Salt Lake County, the State's most populous county, had the largest total, accounting for 37.3% all admissions. Less than one tenth of 1% of youths admitted to detention were from Piute County.
- Rural counties served by the Office of Rural Programs contributed over 24% of all admissions. These counties are home to just over 21% of Utah's 10 to 17 year old youths.
- Urban counties (Salt Lake, Davis, Weber, and Utah) accounted for over 69% of all detention admissions. These counties are home to 75% of the State's 10 to 17 year olds.
- 3.3% of admissions were out-of-state youths.



## Admission Rates by County

The map at bottom right represents the rates of admission to locked detention for each of Utah's 29 counties. Shading and numbers represent numbers of admissions for each 100 youths age 10 to 17. For example, there were 5.9 admissions for every 100 10 to 17 year old youths in Box Elder County.

- Statewide, there were 4.5 admissions to locked detention for each 100 youths. This is the same as the rate in FY 2003.
- Rates of detention admission were highest in Carbon (13.3) and Grand (12.1) Counties.
- Salt Lake County, the State's most populous county, had an admission rate of 4.6 per 100 youths at risk, just above the State average.
- Rural counties had a rate of 5.3 admissions per 100 youths; urban counties (Salt Lake, Davis, Weber, and Utah) had a rate of 4.3 admissions per 100 youths. Youths living in counties with detention centers were 14% more likely to be admitted (see "Information," page 76).



# Multiuse Facilities

The Division's multiuse facilities are designed to provide a variety of residential and nonresidential services for youths in rural communities. The facilities provide the core services of the Office of Rural Programs and have become integral parts of local juvenile justice efforts.

Multiuse facilities are operated in six rural communities: (1) Split Mountain Youth Center, in Vernal; (2) Central Utah Youth Center, in Richfield; (3) Canyonlands Youth Center, in Blanding; (4) Cache Valley Youth Center, in Logan; (5) Castle Country Youth Center, in Price; and the (6) Washington County Youth Crisis Center, in St. George.

Collectively, the centers provide 112 beds of locked detention and 70 non secure beds. Non secure beds may be used for a variety of residential programs including observation and assessment, shelter, and community-based programs. Centers also have programming space for educational activities, receiving center functions, work programs, and youth services.

Overall use of locked detention beds is presented in the chart at bottom left. During FY 2004, average locked detention population did not exceed overall capacity. However, as described previously (see "Detention", page 32), most programs did experience some overcrowding. The extremes were Washington County Youth Crisis Center, which exceeded capacity on 92% of all nights, and Cache Valley Youth Center, which exceeded capacity on 28% of all nights. Overcrowding was eliminated at the Washington County facility with the opening of the new Dixie Area Detention Center on June 2, 2004.

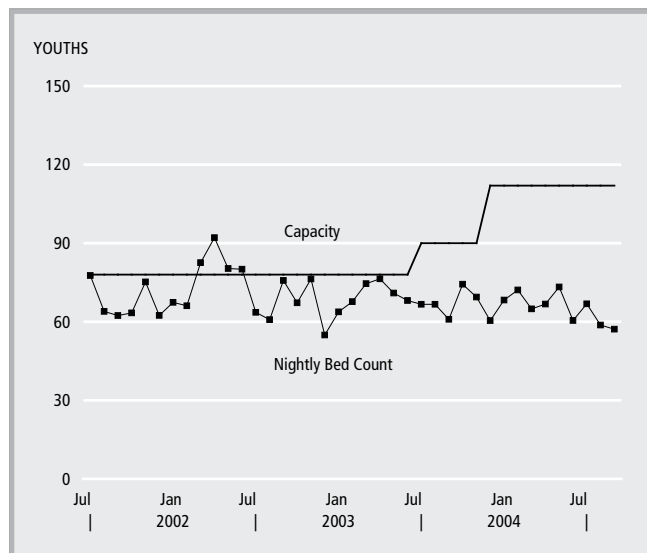


Entrance to the Central Utah Youth Center..

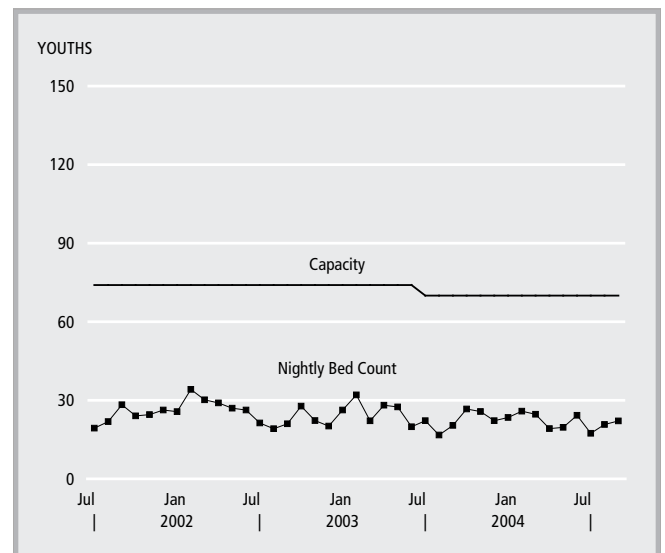
The Washington County Youth Crisis Center is being retained for shelter, and other non secure programs. Overcrowding also was eliminated in Blanding with the opening of a new multiuse facility July 17, 2003.

Overall use of non secure beds is presented in the chart at bottom right. During FY 2004, there was an average of 22.6 youths in residence each night. This total includes an average of 7.6 youths per night in shelter programs at five different facilities, and an average of 14.6 youths each night in observation and assessment programs at three different centers.

## LOCKED DETENTION USE



## NON SECURE BED USE



# Case Management

The Juvenile Court assigns the most serious and chronic juvenile offenders to the custody of the Division for extended care. These youths often have continued to offend while in less structured programs, such as probation, or pose a serious risk to themselves or the community. Each youth committed to the Division for community placement, observation and assessment, or secure care is assigned to an individual case manager. Case management services are administered by the Division's Office of Community Programs and Office of Rural Programs.

## QUICK FACTS CASE MANAGEMENT

NUMBER OF WORKERS .....	70
SERVICE AREA.....	STATEWIDE
NEW COMMITMENTS	
STATE SUPERVISION .....	301
OBSERVATION & ASSESSMENT.....	640
COMMUNITY PLACEMENT .....	681
SECURE CARE .....	161
DIFFERENT YOUTHS SERVED .....	2,311
AVERAGE DAILY POPULATION .....	1,188
DAILY COST PER YOUTH.....	\$10.15

Case managers begin their work by evaluating the youth's needs for services based on (1) the youth's personal history, (2) information from other workers, (3) the risk assessment process and other assessments, and (4) directions and orders from the Juvenile Court. Findings are interpreted within the framework of the Division's Mission Statement and the BARJ Model (see "Mission, Vision, and Values," page 9) to develop the youth's Needs Assessment Service Plan. The plan documents (1) the youth's strengths and weaknesses, (2) identifies appropriate services, and (3) sets goals for completion.

Case workers arrange and monitor delivery of residential and nonresidential services and document the youth's progress in meeting goals of the service plan. They also coordinate with staff in residential programs and facilities to support youths returning home after secure care or other residential service. Periodically, case



Case manager and youth at the entrance to the ICAP facility in Salt Lake.

managers meet with the Juvenile Court to review the youth's progress and make recommendations for future interventions.

Case managers also have responsibility for maintaining the documentation required for the Division to collect revenues from Targeted Case Management (TCM) and Title IV-E Federal entitlement programs. During FY 2004, case managers and support staff generated over \$2,250,000 in Federal revenues for an average of over \$30,000 for each full-time case manager.

Two juvenile justice initiatives are greatly facilitating case managers' efforts to develop service plans for a youth and monitor the youth's progress in meeting the plan's objectives. The Division has adopted use of risk assessment tools for all youths in Division custody (see "Protective and Risk Assessment Project," page 67). The assessment process is used to identify protective and risk factors known to be associated with future delinquency and other problems. Reassessments document progress and continuing issues. Risk assessment information is managed by the CARE information system (see "Court & Agencies' Record Exchange (CARE)," page 69) and is immediately available to other workers associated with a youth. The CARE system also includes data-collection and reporting tools that facilitate assembly of the youth's service plan, and documentation of progress.

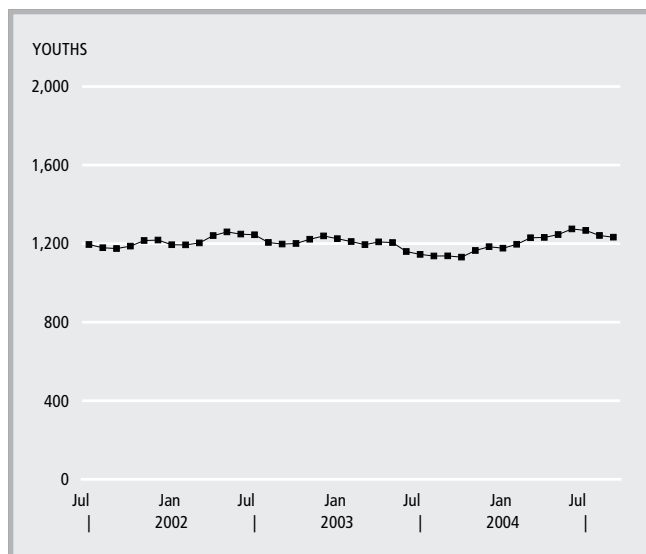
Case management has committed to the Division's PEP initiative (see "Program Enhancement Process", page 66). Rural case managers have developed their PEP models and are currently piloting data collection tools.



An average of 1,187.9 custody youths were in placements each day during FY 2004. This is 1.8% lower than number of 1,209.5 in FY 2003 and nearly 12% below the historic high of 1,329 in FY 2000.

The average daily population fluctuated somewhat during FY 2004. The population fell during the first 5 months before rising steadily through the end of the fiscal year. The average daily population then dropped during the first 3 months of FY 2005.

## AVERAGE DAILY POPULATION



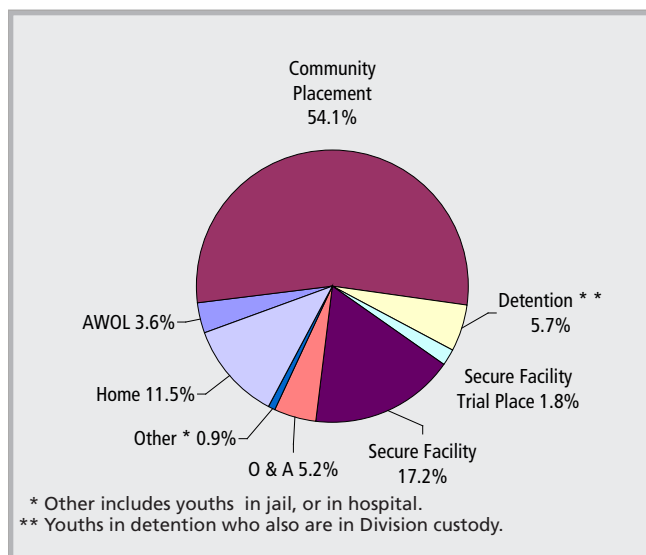
Case managers facilitated a former secure care youth's training for a possible spot on the US Paralympic ice hockey team.

During FY 2004, the majority of youths in Division custody (73%) were cared for in community placements, home placements, observation and assessment (O&A) programs, or trial placements.

About 23% of the youths were in locked secure facilities or locked detention.

During FY 2004, the Division's 70 case managers and state supervision workers coordinated and provided services to an average of about 17 youths each day.

## TYPICAL PLACEMENTS



# Observation and Assessment

Observation and assessment (O&A) is a 45-day residential program that provides comprehensive evaluation and treatment planning. Youths receive extensive psychological, behavioral, social, educational, and physical assessments to identify their needs for services. Evaluation results are interpreted within the framework of the Division's Mission Statement and the principles of the BARJ Model (see "Mission, Vision, and Values," page 9). Information from the process forms the basis for recommendations made to the Juvenile Court and case management.

## QUICK FACTS

### OBSERVATION AND ASSESSMENT

#### NUMBER OF PROGRAMS

O&A FACILITIES .....5  
MULTIUSE FACILITIES.....2

O&A BEDS .....85  
(PLUS A VARIABLE NUMBER OF MULTIUSE BEDS)

ADMISSIONS .....681

DIFFERENT YOUTHS SERVED .....732

AVERAGE DAILY POPULATION .....80.2

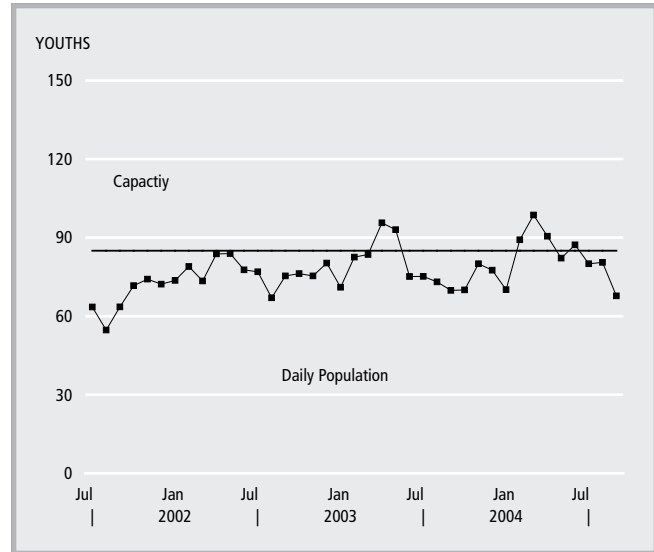
AVERAGE LENGTH OF STAY .....44.2 DAYS

DAILY COST PER YOUTH.....\$198.72

O&A programs also begin or continue the process of rehabilitation. Where appropriate, attempts are made to involve family members and other community members in programs designed to help the youth set new patterns of behavior and mend broken relationships. Parenting classes and other resources help parents learn better ways to support their children.

Educational services are provided on site through Youth in Custody programs (YIC; see "Youth In Custody Educational Programs," page 70). YIC teachers, employed by local school districts, hold classes each week-day for all youths. Work finished in O&A classrooms is credited to a youth's regular academic record so that progress toward graduation can continue even while the youth is in custody.

## AVERAGE DAILY POPULATION



An increasingly important function of O&A programming is holding youths accountable for their delinquent behavior. O&A centers have developed opportunities for youths to meet their court-ordered obligations to perform community service and make restitution to victims. Work projects have included painting houses and shoveling snow for the elderly, cleaning sections of highway, helping with mailings for various community agencies, and making toys for underprivileged children. Projects such as these represent opportunities for the youths to learn good work habits, find satisfaction in positive social activities, and acknowledge their responsibility for the damage they have done.

During FY 2004, the Office of Community Programs provided O&A services through four programs along the Wasatch Front. All four programs have participated in the Division's PEP initiative (see "Program Enhancement Process", page 68). All teams have developed their evaluation models, have begun collecting data and are learning how to use the information to make program enhancements.

An additional O&A program, the Farmington Bay Youth Center O&A in Farmington, is operated under contract with a private provider. Administratively, the Farmington facility operates under the Office of Correctional Facilities because it is collocated with the Farmington Bay secure care and locked detention programs.

O&A services also were provided by the Office of Rural Programs through its multiuse facilities in Logan, Vernal, and Richfield. This arrangement has helped the





Youth in Custody class at Salt Lake O&A.



Bedroom at Salt Lake Girls O&A.

Division provide additional O&A services while keeping youths close to their families, schools, and other community members who must play critical roles in the youths' rehabilitation and future success.

The chart at top right on the prior page represents the statewide average daily population in O&A each month from July FY 2002 through September FY 2005. The solid line identifies changes in the number of O&A beds in the system during the same period. Capacity during FY 2003 and FY 2004 was 85 beds. The number

of beds available for delivery of O&A services in multiuse centers vary and are not included in this total. Overall daily population during FY 2004 averaged 80.2, an increase over the average of 79.3 in FY 2003.

As represented in the table below, 732 different youths received O&A services during FY 2004. This was just below the historic high number of 735 in FY 2003. Also identified in the table, overcrowding in the free-standing O&A facilities was rarely a problem during the year.

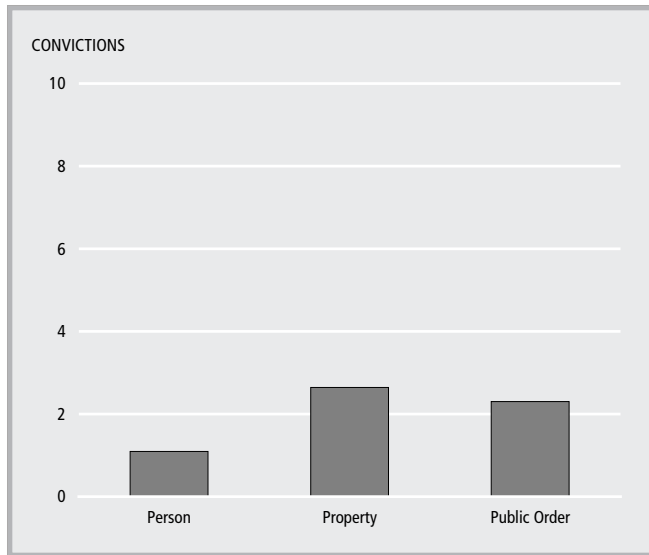
## USE OF OBSERVATION AND ASSESSMENT CENTERS DURING FY 2004.

FACILITY	CAPACITY	YOUTHS SERVED <sup>1</sup>	ADMITS	DAILY POPULATION	NIGHTS OVER CAPACITY	LENGTH OF STAY <sup>2</sup>
<b>OFFICE OF CORRECTIONAL FACILITIES</b>						
FARMINGTON BAY YOUTH CENTER	18	168	153	17.5	0%	42.3
<b>OFFICE OF COMMUNITY PROGRAMS</b>						
OGDEN O&A	27	172	162	17.8	0%	41.7
SALT LAKE O&A	16	123	111	14.3	8%	47.4
SALT LAKE GIRLS O&A	8	54	49	5.8	0%	48.2
SPRINGVILLE O&A	16	82	77	9.8	1%	48.5
<b>OFFICE OF RURAL PROGRAMS</b>						
MULTIUSE O&A	VARIABLE	140	129	14.9	0%	42.6
<b>TOTAL</b>	<b>85</b>	<b>732</b>	<b>681</b>	<b>80.2</b>		<b>44.2</b>

<sup>1</sup> "Youths Served" is an unduplicated count per facility. "Total" of "Youths Served" is an unduplicated count for the entire system.

<sup>2</sup> "Length of Stay" is the number of days of stay for youths completing O&A programming during FY 2004.

## DELINQUENCY HISTORY



Overall, youths admitted to observation and assessment had an average of 6.0 felony- and misdemeanor-type convictions, a reduction from the number of 6.6 in FY 2003.

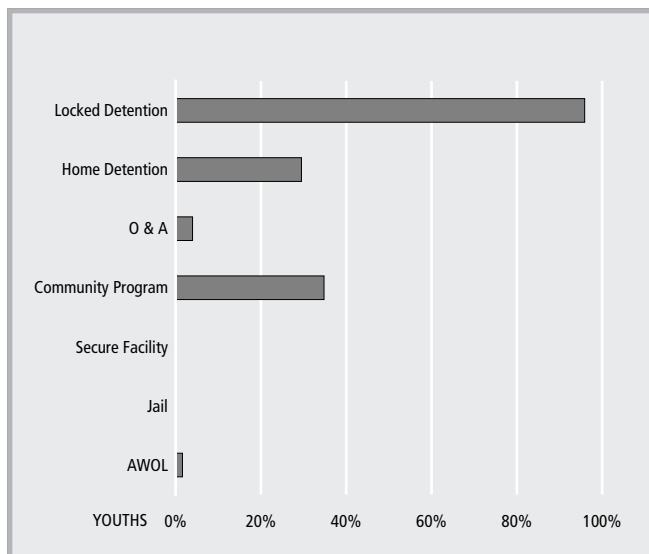
The great majority of offenses (82%) were misdemeanor- and felony-type offenses against property or public order. Conversely, misdemeanor- and felony-type offenses against people represented only about 18% of the offenses in the youths' histories.

Though not shown on the chart, youths admitted to O&A were first found delinquent at an average age of 13.3; 66% of them were between 10 and 14 years old at their first delinquency. Further, about 18% of the youths had one or more convictions for life endangering felonies (serious offenses against people).



Group activity at the Salt Lake Girls O&A.

## PLACEMENT HISTORY

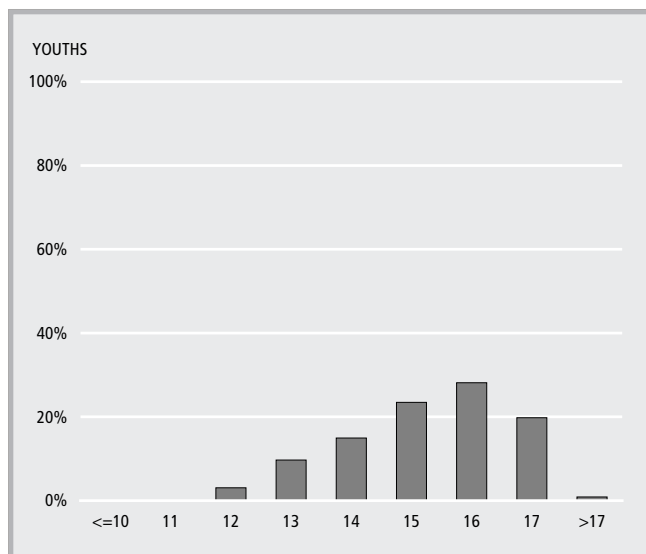


Nearly all youths admitted to O&A during FY 2004 had previously been admitted to locked detention; 35% had previously been placed in a community program; and about 30% had been in a home detention placement.

Though not shown on the chart, most of these youths also had received services from other juvenile justice agencies: nearly 52% had been on probation, over 20% had been in the custody or under supervision of the Division of Child and Family Services, and over 64% previously had one or both of these types of care.

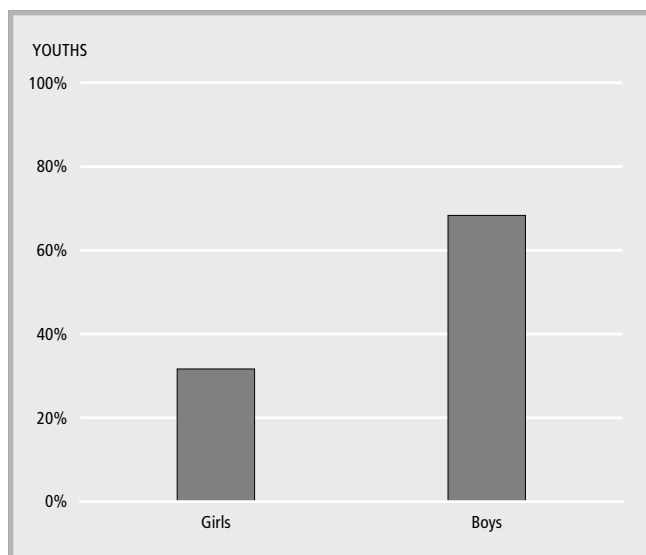
## AGES

Youths admitted to O&A ranged from 12 to 18 years old and averaged 15.8, the same as in FY 2003. 71% were between the ages of 15 and 17.



## GENDER

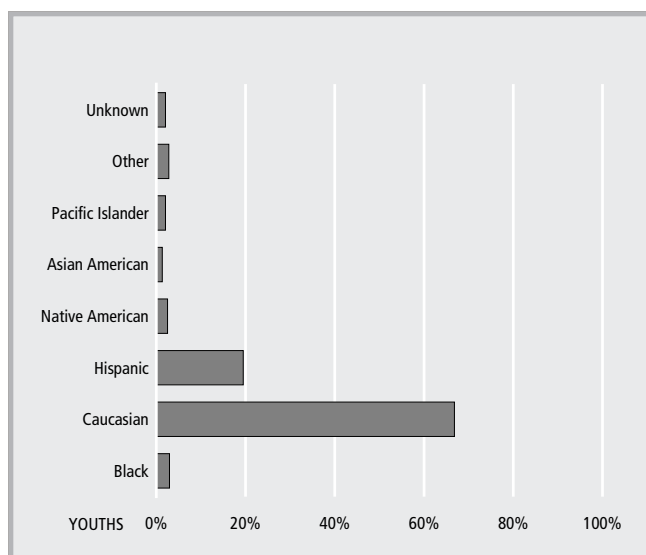
The percentage of girls admitted to O&A was 32%. This percentage is about 30% higher than the percentage in FY 2003 and an historic high for O&A admissions.



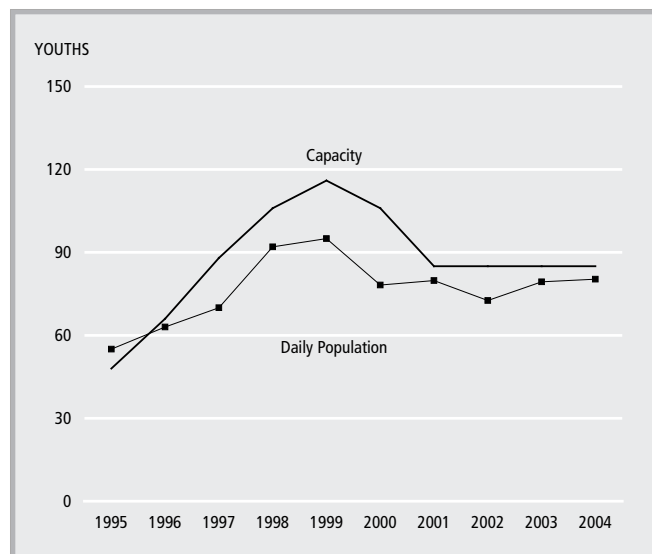
## ETHNICITY

As is true for community programs and locked detention, minorities were overrepresented in O&A. Collectively, they accounted for over 35% of all admissions, though they represent under 17% of Utah's youth population. Minority youths accounted for about 33% of all admissions in FY 2003.

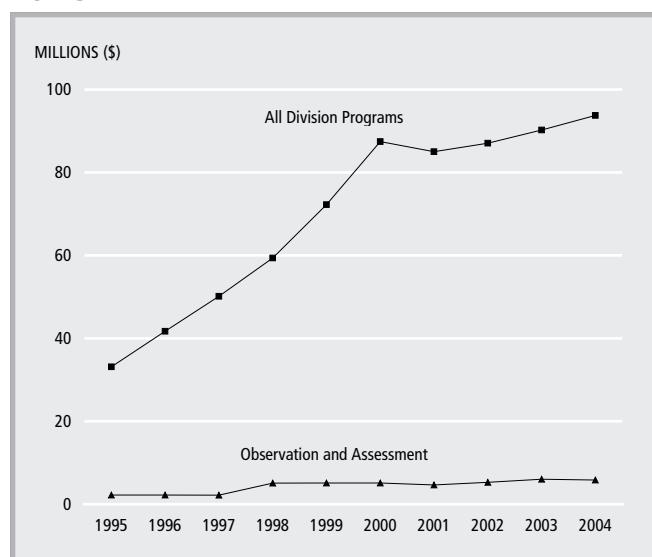
Blacks were placed 4.2 times as often as would be expected based on their proportion in the population at large; Hispanics were placed 1.8 times as often.



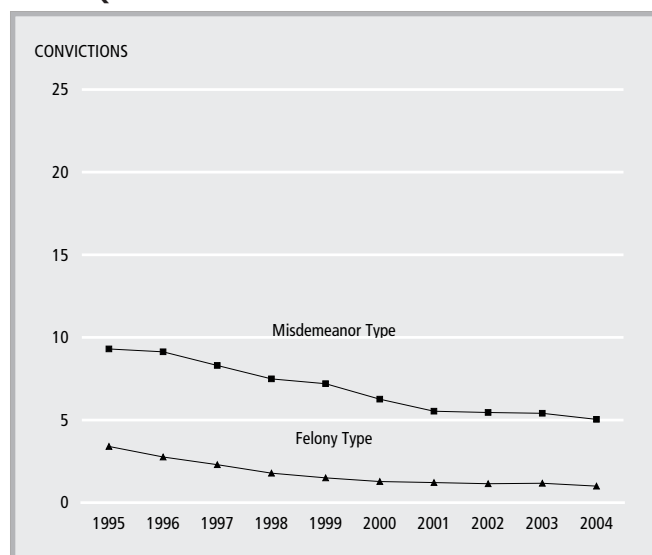
## AVERAGE DAILY POPULATION



## BUDGET



## DELINQUENCY HISTORY



## 10-Year Trends

Observation and assessment (O&A) programming underwent a number of changes in the 10-year period from FY 1995 to FY 2004.

### Demographics

- **Daily population.** The average numbers of youths receiving O&A each day increased from 55 in FY 1995 to over 80 in FY 2004 (see chart at top left). Rapid growth in average daily population through FY 1999 subsided when length of stay was capped at 45 days.
- **Youths served.** Overall, during the 10-year period, the numbers of youths served by O&A increased nearly 91%, growing from 384 in FY 1995 to 732 in FY 2004.
- **Age.** The average age of youths admitted to O&A programs was stable and averaged about 15.8 years across the 10-year period.
- **Gender.** Girls represented an increasingly large percentage of youths admitted to O&A programs. Their percentage increased by 164%, growing from about 12% of total admissions in FY 1995 to nearly 32% in FY 2004.
- **Ethnic youths.** The proportion of ethnic youths admitted to O&A dropped from 37% in FY 1995 to a 10-year low of 24% in FY 2001 before rising to 33% in FY 2003 and 36% in FY 2004.

### Budget

- **Expenditures.** The budget for O&A increased by almost 165% between FY 1995 (\$ 2,204,000) and FY 2004 (\$5,836,000; see chart at center left). Over the same period, the overall Division budget grew by 183%.

### Delinquency

- **Overall offenses.** Average numbers of felony- and misdemeanor-type offenses at admission declined by 52% across the period (see chart at bottom left).
- **Violent offenses.** The percentage of youths admitted with one or more life-endangering felonies declined from a high of 41% in FY 1995 to 18% in FY 2004.

# Community Programs

Community programs are a critical part of the Division's continuum of care. For appropriate youths, these services provide opportunities for cost-effective care in a community setting.

Community programs are primarily provided to three different groups of youths: (1) youths committed to the Division for community placement and under the continuing review of the Juvenile Court, (2) youths who have been paroled from secure facilities and are transitioning back to the community under the continuing oversight of the Youth Parole Authority, and (3) youths on state supervision or on Juvenile Court probation who require temporary out-of-home placement.

## QUICK FACTS COMMUNITY PROGRAMS

SERVICE AREA..... STATEWIDE

### NUMBER OF PROVIDERS

NONRESIDENTIAL SERVICES .....45

RESIDENTIAL SERVICES .....53

TOTAL CAPACITY.....OPEN ENDED

### RANGE OF COSTS

NONRESIDENTIAL SERVICES ..... \$13-\$121/HR

RESIDENTIAL SERVICES .....\$55-\$232/DAY

### NEW COMMITMENTS

STATE SUPERVISION .....301

COMMUNITY PLACEMENT .....681

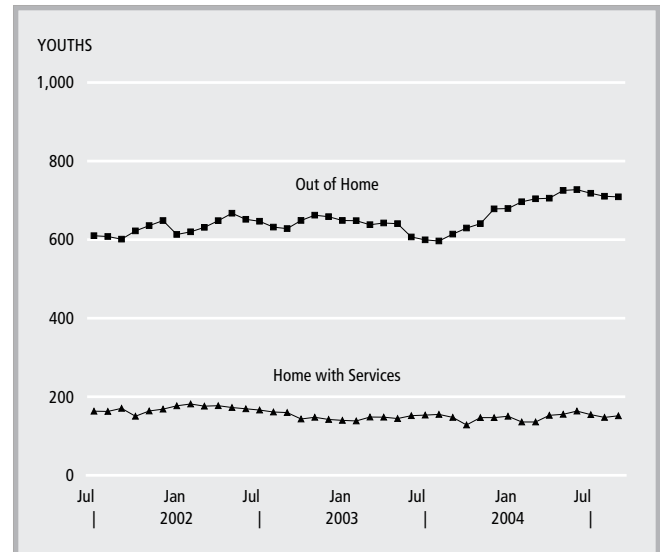
PAROLE.....165

DIFFERENT YOUTHS SERVED .....1,836

AVERAGE DAILY POPULATION .....814

A large majority of residential services are delivered by Utah private providers. However, some youths are served by private, residential programs outside Utah (Boarding Schools) which specialize in seriously delinquent youths. In addition, the Division operates three community residential programs for youths in Division custody: Project Paramount, in Ogden, ICAP, in Salt Lake City, and Genesis Youth Center, in Draper. Both Project Paramount and ICAP provide transitional serv-

## AVERAGE DAILY POPULATION



es and supervision for youths leaving secure care or other highly structured residential programs. The Division also operates the Genesis Youth Center as a short-term residential work camp (see "Work Programs," page 30).

Residential services provided through private provider contracts include (1) proctor care, where an individual youth is placed with a single adult or family; (2) specialized treatment, in a group home setting, for sex offenders, youths with mental issues, youths with developmental issues, or youths with alcohol and drug problems; (3) outdoor impact programs; and (4) boarding schools that specialize in care for seriously delinquent youths.

The placement types identified in the chart at the bottom of the next page depict five types of frequently used residential programs. Placements are described according to the level of structure and supervision they provide and the general types of youths they serve. Programs at all levels have the operational goal of moving youths to progressively less structured placements, as warranted by the youth's behavior, until safe return to the community can be assured.

Nonresidential services available through contracts with private providers are used to augment residential services. These options include psychiatric evaluation, individual and family counseling, group therapy, tracking, and vocational training.

The chart at top right represents the numbers of youths in Division custody for community placement or state supervision. The chart represents both youths in "out-of-home" community placements and youths



at "home with services" from July of FY 2002 through September of FY 2005.

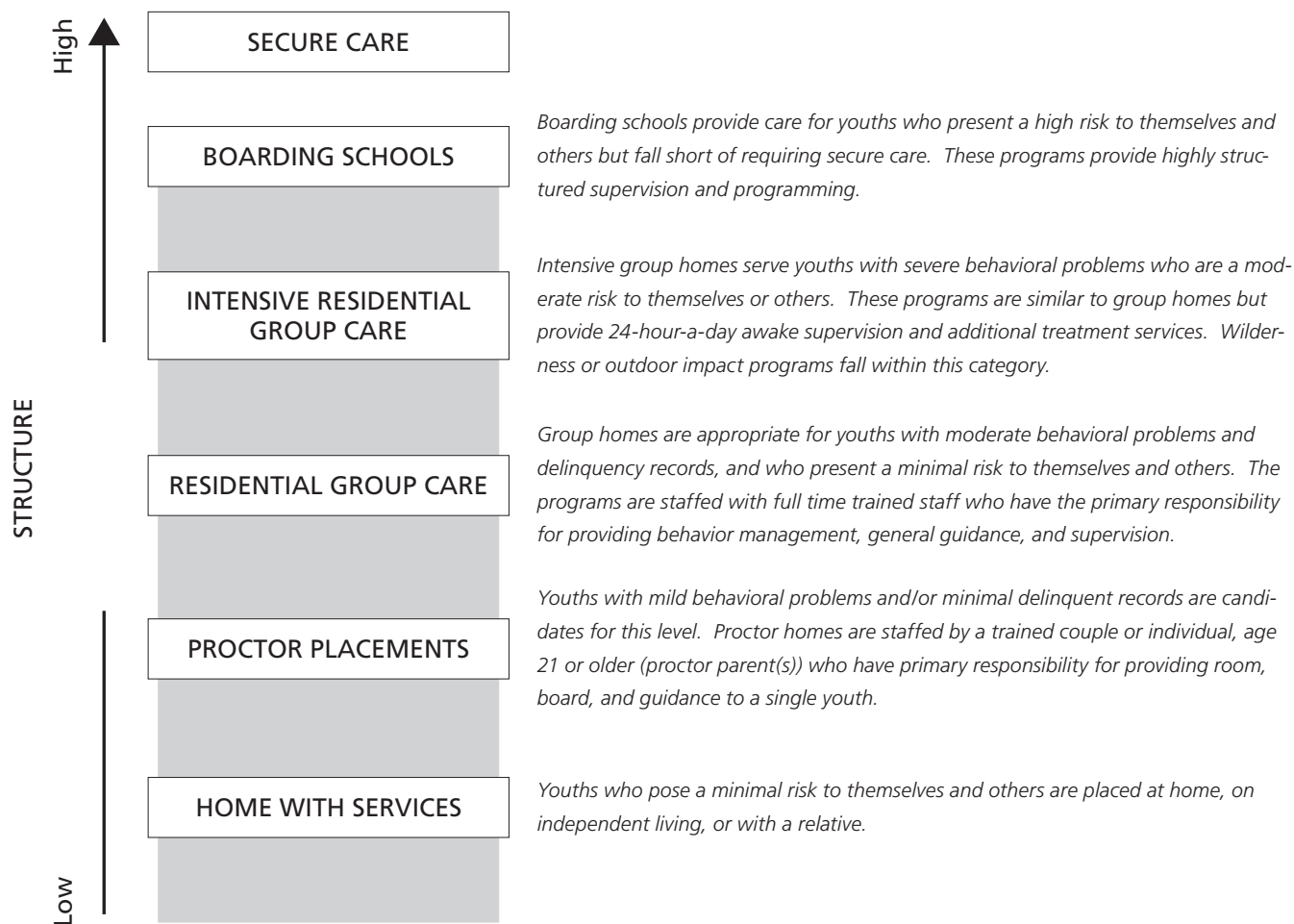
During the period, the average, daily number of youths in out-of-home placements grew from about 630 in FY 2002 to 666 in FY 2004. As may be seen, there was steady growth over most of FY 2004. The average increased to 719 in the last 3 months of FY 2004. The average number for the first 3 months of FY 2005 was 712.

The average numbers of youths at home with services showed a different pattern across the period. The number averaged about 170 in FY 2002 and just under 150 in FY 2003 and FY 2004. The average number for the first 3 months of FY 2005 was 151.



Facility on Valley Mental Health's ARTEC campus.

## CONTINUUM OF RESIDENTIAL CARE

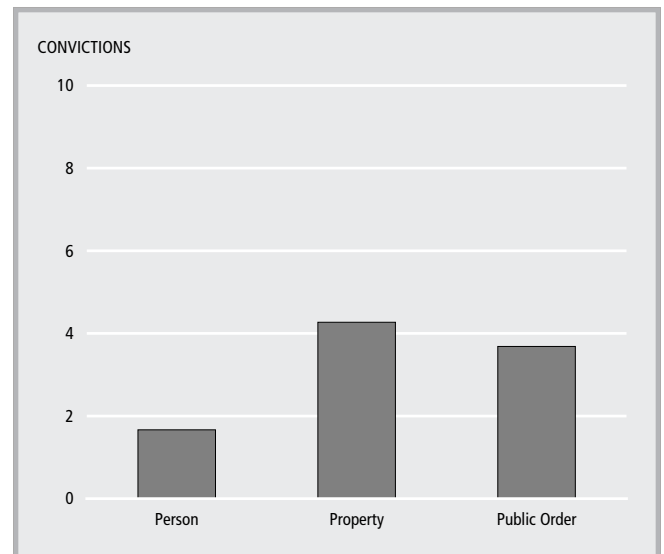


## DELINQUENCY HISTORY

Overall, youths admitted to community programs had an average of 9.0 felony- and misdemeanor-type convictions, a reduction from the number of 9.6 in FY 2003.

The great majority of offenses (82%) were misdemeanor- and felony-type offenses against property or public order. In contrast, misdemeanor- and felony-type offenses against people represented only about 18% of the offenses in the youths' histories.

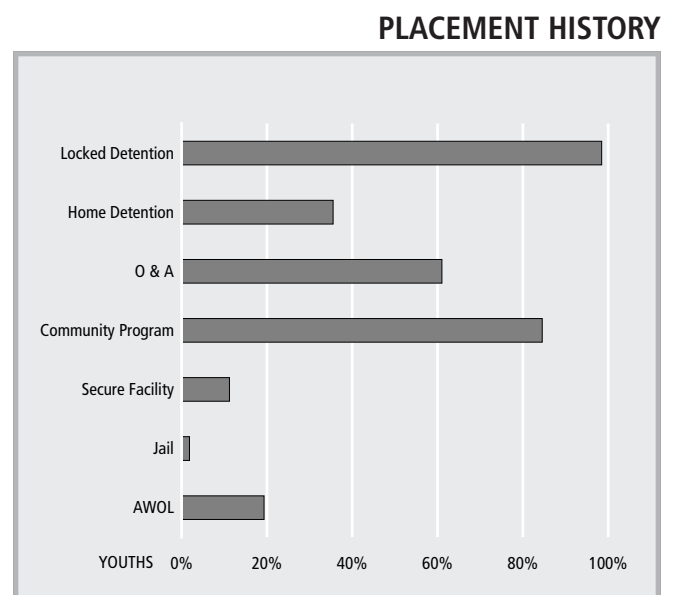
Though not shown on the chart, these youths were first found to be delinquent at an average age of 12.8; about 75% were between 10 and 14. In addition, about 30% of the youths had one or more convictions for life endangering felonies (serious offenses against people).



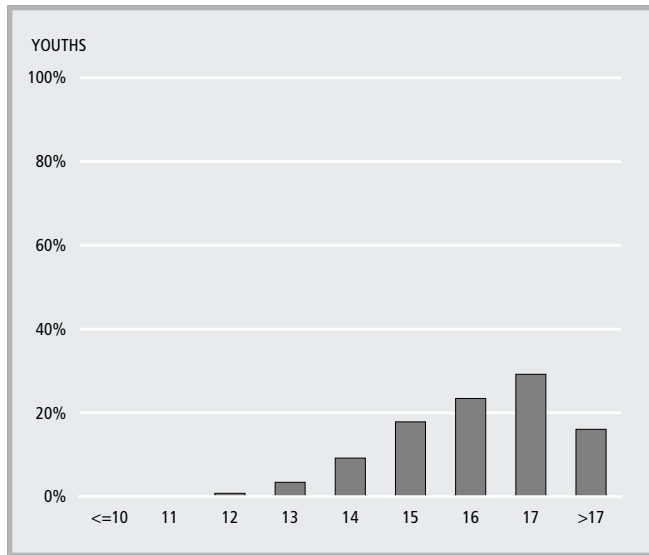
Educational poster at the African American Task Force Group Home.

Youths placed in community programs had previously received a wide range of services: nearly all had a history of placement in locked detention; 85% had previously been placed in a community placement; 61% had been placed in observation and assessment (O&A); and 11% had been in a secure facility.

Though not shown on the chart, most youths also had received services from other juvenile justice agencies: over 75% had been on probation, nearly 25% had been in the custody or supervision of the Division of Child and Family Services, and about 83% previously had one or both of these types of care.

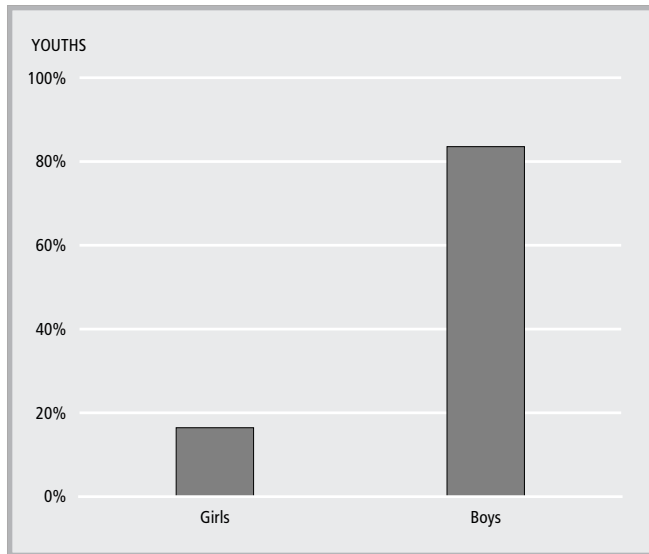


## AGES



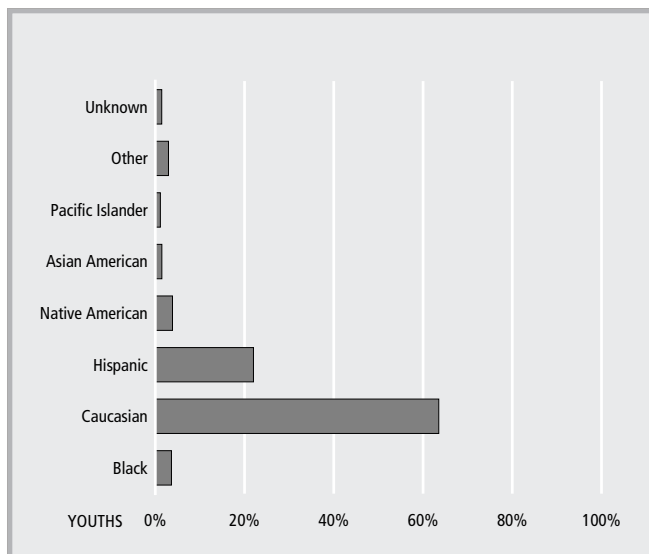
Youths admitted to community programs ranged from 12 to over 18 years old and averaged 16.7 years; about 71% were between 15 and 17 years old. These numbers are similar to those in FY 2003.

## GENDER



16% of youths placed in community programs were girls, a slight increase from 15% in FY 2003.

## ETHNICITY



Minorities were overrepresented in community programs. Collectively, they accounted for over 36% of all admissions, though they represent under 15% of Utah's youth population. The number in FY 2003 was 31%.

Blacks were placed nearly 3.5 times as often as would be expected from their proportion in the population at large; Hispanics were represented more than 2 times as often as would be expected.



## 10-Year Trends

The 10-year period from FY 1995 to FY 2004 saw a variety of changes in community programming.

### Demographics

- **Daily population.** The average count of youths receiving community services increased by 78% from 456 per day in FY 1995 to 814 in FY 2004 (see chart at top right). During this time, Utah's population of 10-17 year olds rose by less than 1%.
- **Age.** Average age of youths admitted to community programs has grown very slowly from 16.4 in FY 1995 to 16.7 in FY 2003 and in FY 2004.
- **Gender.** The proportion of girls admitted to community programs more than tripled, growing from 5% in FY 1995 to over 16% in FY 2003.
- **Ethnic youths.** The proportion of ethnic youths admitted to community programs has varied considerably; dropping from 35% in FY 1995 to a low of 26% in FY 2000 then rising gradually to over 36% in FY 2004.

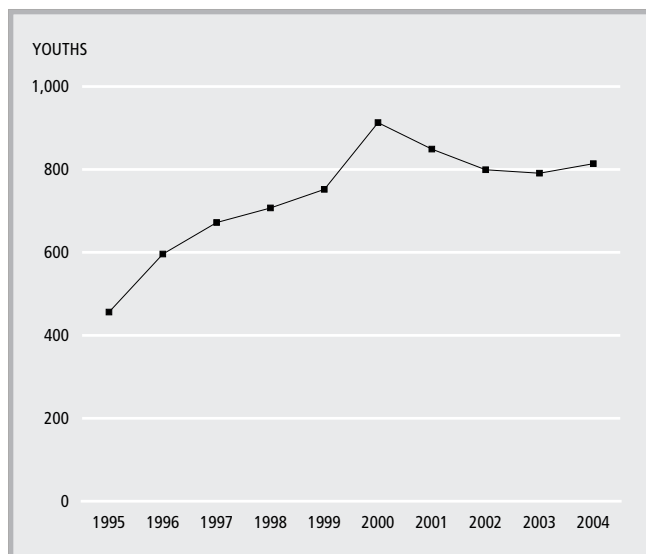
### Budget

- **Expenditures.** Expenditures for community programs grew by 210% between FY 1995 (\$10,394,000) and FY 2004 (\$32,234,000; see chart at center right). Over the same period, the overall Division budget grew by 183%.
- **Resource development.** Budget increases supported the large growth of youths in community programs and enabled an enrichment of available community services (e.g., specialized programming for girls and sex offenders, residential work programs, and out-of-state residential placements).

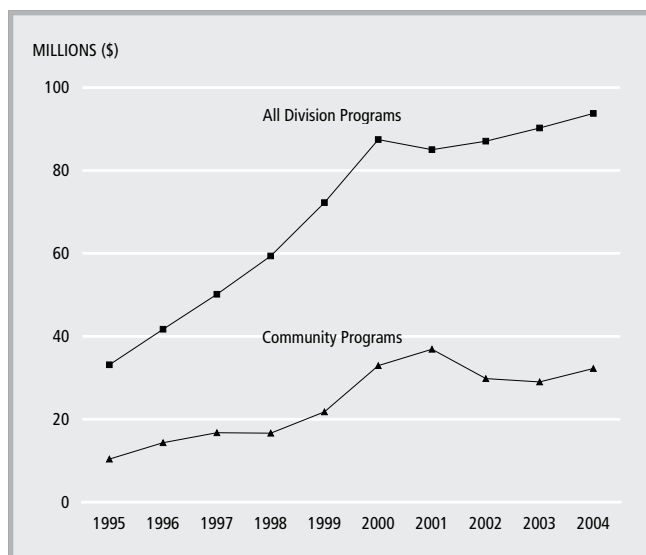
### Delinquency History

- **Overall offenses.** Average numbers of felony- and misdemeanor-type offenses at admission declined by about 50% across the period (see chart at bottom right).
- **Violent offenses.** The percentage of youths admitted with one or more life-endangering felonies declined from a high of 44% in FY 1995 to 30% in FY 2004.

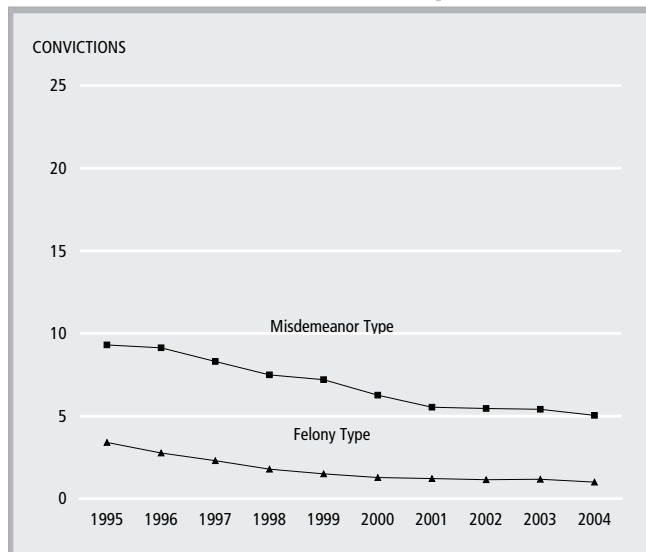
## AVERAGE DAILY POPULATION



## BUDGET



## DELINQUENCY HISTORY



# Secure Facilities

Secure facilities provide extended secure confinement for the most seriously delinquent youths. Youths are committed to the Division for an indeterminate period by order of the Juvenile Court. After commitment, oversight of these youths passes to the Youth Parole Authority (see page 55). The Authority sets conditions of placement, determines requirements for release, conducts regular progress reviews, and has authority to terminate youths from Division custody.

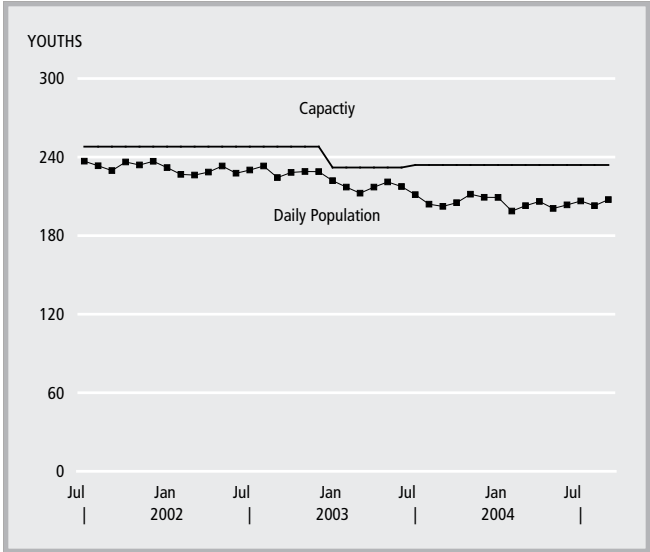
Youths committed to secure care typically have extensive delinquency histories and have continued to reoffend despite receiving services from other agencies and other less restrictive Division programs. Secure facility staff provides secure, humane, and quality treatment. Youths are treated with respect and given the opportunity to turn their lives around.

## QUICK FACTS SECURE FACILITIES

NUMBER OF PROGRAMS .....	6
BEDS.....	234
NEW COMMITMENTS .....	161
DIFFERENT YOUTHS SERVED .....	402
AVERAGE DAILY POPULATION .....	205.4
AVERAGE LENGTH OF STAY .....	14.2 MO
DAILY COST PER YOUTH.....	\$185.84

Secure facility programming is organized within the framework of the Division's Mission Statement and the principles of the BARJ Model (see "Mission, Vision, and Values," page 9). Youths are held accountable for their delinquency by confronting criminal thinking and antisocial behavior and by paying restitution to their victims. Competency development is addressed through counseling groups which focus on drug and alcohol problems, social skills development, and transition back to the community. Competency development also is addressed through educational and training opportunities. All youths in secure facilities are required either to attend school or to participate in a vocational program.

## AVERAGE DAILY POPULATION



Educational services are provided on site through Youth in Custody programs (YIC; see "Youth In Custody Educational Programs," page 68). YIC teachers, employed by local school districts, hold daily classes for all youths. Work finished in secure facility classrooms is credited to a youth's regular academic record.

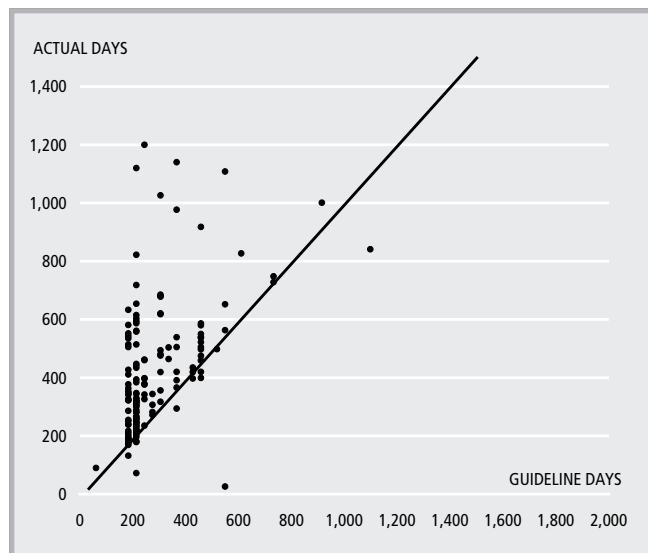
The Division directly operates five secure facilities including: (1) Decker Lake Youth Center in Salt Lake, (2) Wasatch Youth Center in Salt Lake, (3) Mill Creek Youth Center in Ogden, (4) Southwest Utah Youth Center in Cedar City, and (5) the Slate Canyon Youth Center in Provo. The Division also contracts with a private provider for secure care at the Farmington Bay Youth Center in Farmington. All but one of the facilities are administered by the Office of Correctional Facilities. The exception is the Southwest Utah Youth Center which is operated by the Office of Rural Programs.

During FY 2004, all of the Division's secure facilities participated in the PEP initiative (see "Program Enhancement Process," page 68). All have completed their PEP models and have begun data collection. During FY 2005 they will gain experience using data to make program enhancements.

The chart at top right represents the statewide daily population in secure facilities between July of FY 2002 through September of FY 2005. The capacity line identifies the number of available secure beds during the same period. Statewide, there currently are 234 beds available for secure care.

After being relatively stable during FY 2002, the

## GUIDELINE VERSUS SECURE STAY



Resident's room at Decker Lake Youth Center.

average daily secure population dropped slowly during FY 2003 and FY 2004. Overall, average daily population was 231.8 in FY 2002, 223.4 in FY 2003, and 205.4 in FY 2004. The average for the first three months of FY 2005 was 205.6.

The chart at top left compares actual length of stay in secure confinement with the length of stay guideline for 148 youths paroled from secure care during FY 2004. "Actual Days" includes time in a secure placement (secure facility and/or locked detention), but excludes time

in the community on trial placement. "Guideline Days" represents the guideline established by the Youth Parole Authority (see "Youth Parole Authority," page 55) shortly after the youths were committed to secure care. Guidelines are expected lengths of stay based on a youth's delinquency history and the offenses that directly led to the commitment. Markers above the diagonal line identify actual lengths of stay that were longer the guideline. The great majority of youths, over 85%, stayed longer than their guidelines.

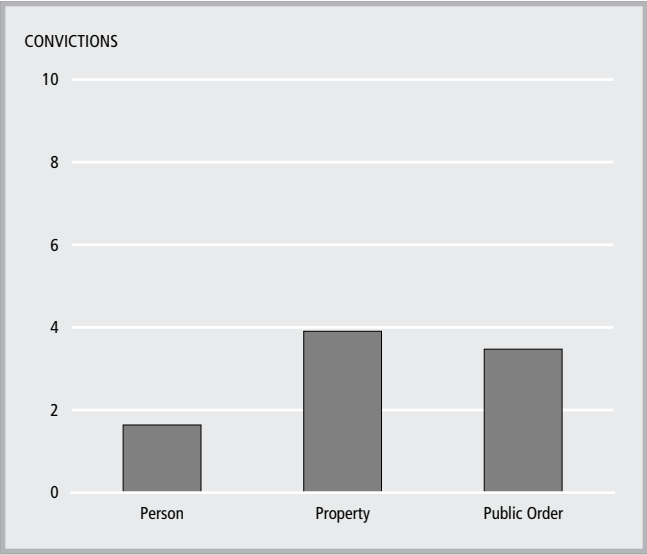
## USE OF SECURE FACILITIES DURING FY 2004.

FACILITY	CAPACITY	YOUTHS SERVED <sup>1</sup>	ADMITS	DAILY POPULATION	NIGHTS OVER CAPACITY	MONTHS OF STAY <sup>2</sup>
<b>OFFICE OF CORRECTIONAL FACILITIES</b>						
FARMINGTON BAY YOUTH CENTER	18	31	13	17.7	0%	13.7
DECKER LAKE YOUTH CENTER	40	76	36	38.3	16.4%	17.6
MILL CREEK YOUTH CENTER	94	163	86	74.3	0%	12.3
SLATE CANYON YOUTH CENTER	32	59	42	26.0	11.0%	13.5
WASATCH YOUTH CENTER	40	77	42	39.8	0%	15.5
<b>OFFICE OF RURAL PROGRAMS</b>						
SOUTHWEST UTAH YOUTH CENTER	10	18	7	9.3	0%	15.8
<b>TOTAL</b>	<b>234</b>	<b>402</b>	<b>226</b>	<b>205.4</b>		<b>14.2</b>

<sup>1</sup> "Youths Served" is an unduplicated count per facility. "Total" of "Youths Served" is an unduplicated count for the system.

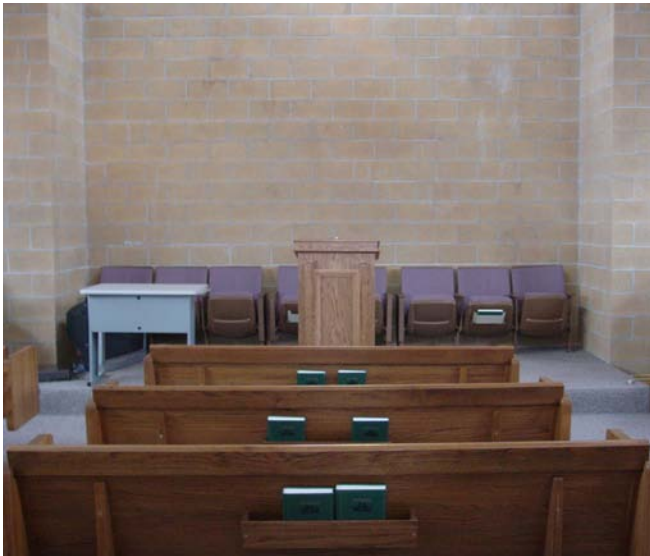
<sup>2</sup> "Months of Stay" is the average number of months spent in a secure facility by youths released or paroled during FY 2004 and includes time on trial placement.

DELINQUENCY HISTORY



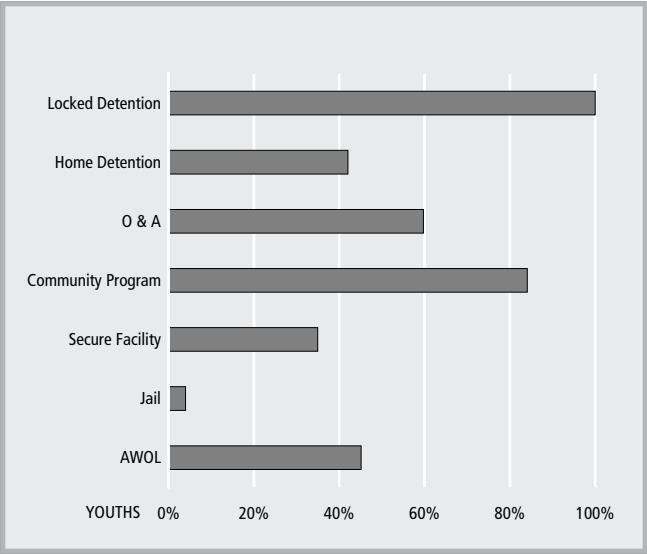
Youths admitted to secure care had an average of 13.9 felony- and misdemeanor-type convictions, an increase of 1.0 convictions from FY 2003. The great majority of offenses (81%) were misdemeanor- and felony-type offenses against property or public order. In contrast, only about 19% of offenses were misdemeanor- and felony-type offenses against people.

Though not shown on the chart, these youths were first found delinquent at an average age of 12.1; over 70% of them were between 10 and 14. Further, about 42% of the youths had one or more convictions for life endangering felonies (serious offenses against people).



Nondenominational chapel at Decker Lake Youth Center.

PLACEMENT HISTORY

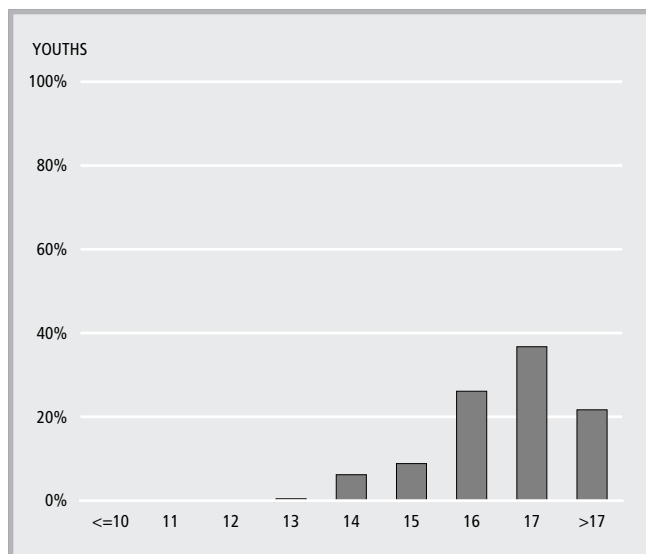


Youths placed in secure care had extensive histories of interventions and placements in Division programs. All had been placed in locked detention; 60% had been placed in observation and assessment (O&A); and 84% had been placed in a community program. Further, 45% had been AWOL from a Division placement.

Though not shown on the chart, most of these youths also had received services from other agencies in Utah's juvenile justice system: nearly 75% had been on probation supervision, 37% had been in the custody or under supervision of the Division of Child and Family Services, and over 85% previously had one or both of these types of care.

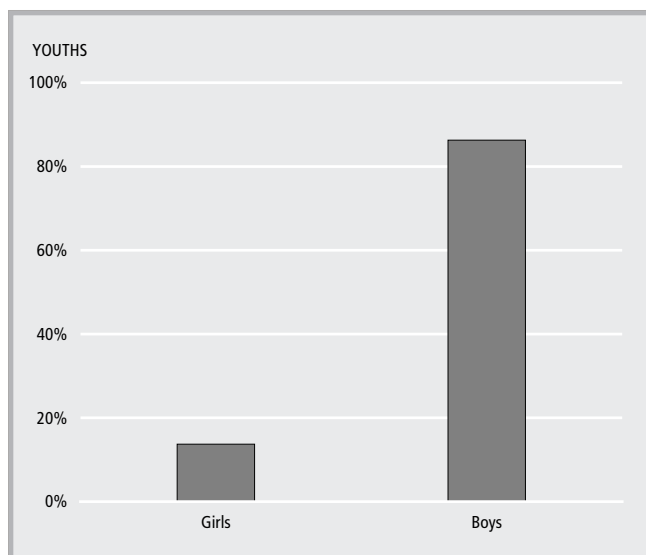
## AGES

Youths placed in secure facilities ranged from 13 to over 18 years old and averaged 17.1 years. The average age in FY 2003 was 17.4. 63% of youths placed were 16 or 17 years old.



## GENDER

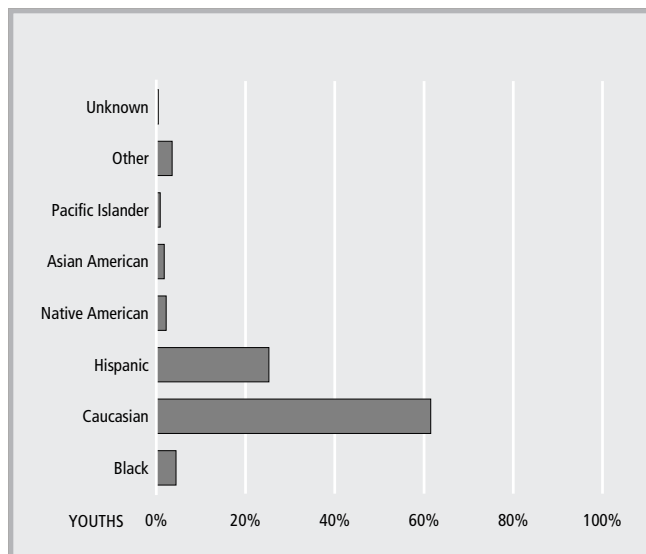
14% of all youths placed in secure facilities were girls. This is double the 7% in FY 2003.



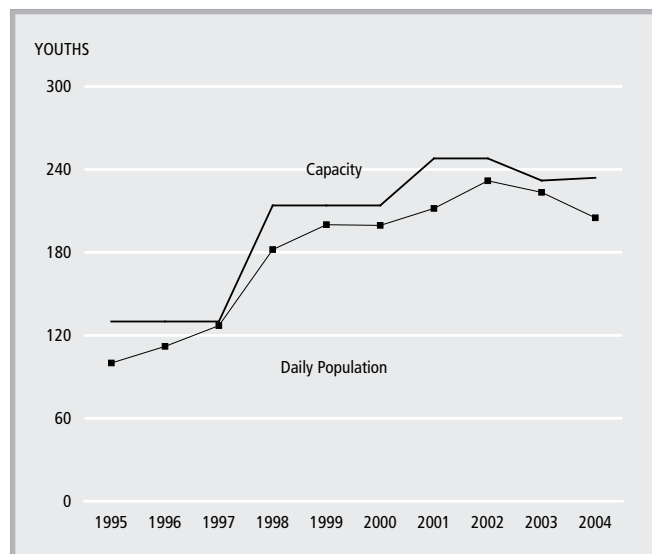
## ETHNICITY

Following a trend of many years, minorities were overrepresented in secure care placements. Collectively, they accounted for over 38% of all admissions to secure care, though they represent under 17% of Utah's youth population. The percentage of minority placements in FY 2003 was about 37%.

Blacks were placed in secure care over 4.2 times more often than expected based on their proportion in the population at large; Hispanics were placed over 2.4 times more often than would be expected from their proportion in the population at large.



## AVERAGE DAILY POPULATION



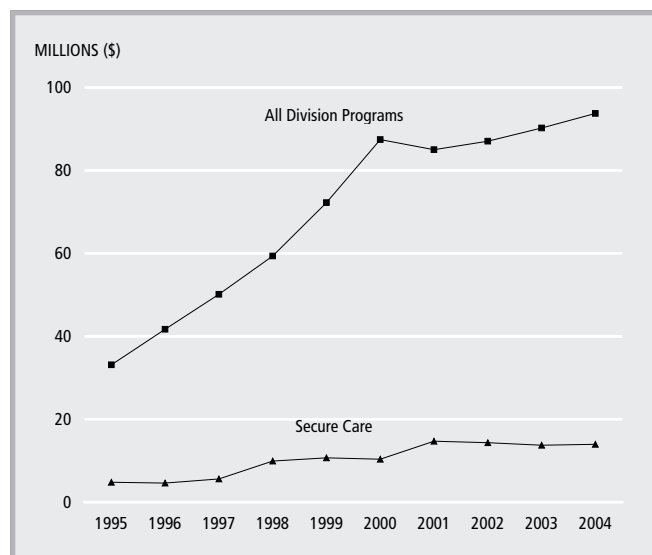
## 10-Year Trends

As previously noted, secure care generally is reserved for the most seriously delinquent youths.

### Demographics

- **Daily Population.** The average daily population of secure care more than doubled between FY 1995 (100) and FY 2004 (205; see chart at top left). Over the same time, Utah's population of 10 to 17 year olds rose by less than 1%.
- **Gender.** The percentage of girls admitted to secure care varied considerably over the 10 years. They represented 4% in FY 1995 and FY 1996, jumped to 11% in FY 1997 then dropped back to 5-7% in the next 6 years. The percentage in FY 2004 reached an all-time high of 14%.
- **Ethnic youths.** After reaching historic high levels in FY 1996 (53%), the proportion of ethnic youths admitted to secure care dropped steadily over the next 6 years to 29% in FY 2001. The number rose to 37% in FY 2003 and 38% in FY 2004.
- **Age.** Average age of youths committed to secure care was relatively stable during the 10-year period. Youths had an average age of 16.5 in FY 1995 and 16.7 in FY 2004.

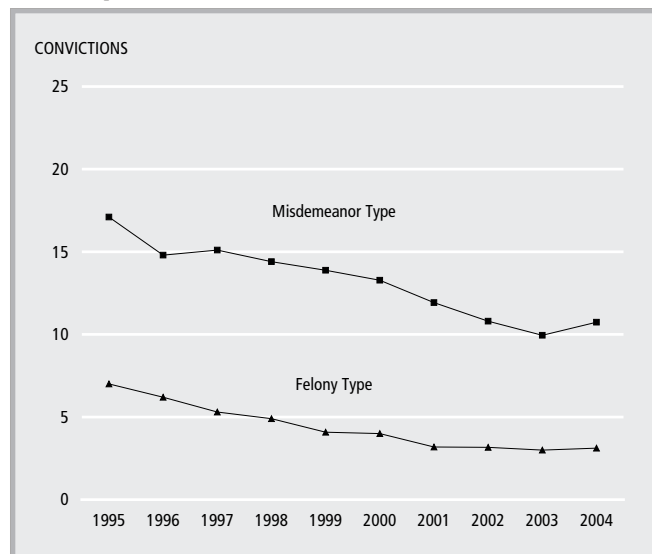
## BUDGET



### Budget

- **Expenditures.** Budgets for secure care rose by 190% between FY 1995 and FY 2004 (see chart at center left). The Division's overall budget grew by 183% during the same period.
- **Resource development.** Budget increases supported the growth in the secure care population and allowed enhancement of programming (e.g., programs specializing in care of sex offenders and programs for girls).

## DELINQUENCY HISTORY



### Delinquency

- **Overall offenses.** Average felony- and misdemeanor-type offenses youths had at admission declined by 42% across the period (see chart at bottom left).
- **Violent offenses.** The percentage of youths admitted with one or more life-endangering felonies declined from a high of 73% in FY 1995 to a 10-year low of 39% in FY 2003 and 42% in FY 2004.

# Youth Parole Authority

Youths committed to the Division by the Juvenile Court for secure care come under the jurisdiction of the Youth Parole Authority (UCA 62A-7-109). The Authority provides an objective hearing process for youthful offenders to ensure fairness to the juvenile and provide protection for the community.

## YOUTH PAROLE AUTHORITY MEMBERS

CALVIN CLEGG, CHAIR .....	SALT LAKE CITY
KATHY PETERSON, VICE CHAIR .....	EDEN
JOEL MILLARD .....	SANDY
DEWEEN DURRANT .....	SANDY
JEFF NORTON .....	ST. GEORGE
FERRIS GROLL .....	KAYSVILLE
HANK HOOLE .....	SALT LAKE CITY
SAL JANSSON .....	SOUTH JORDAN
DOYLE TALBOT .....	LAYTON
VERONICA THOMAS .....	SYRACUSE

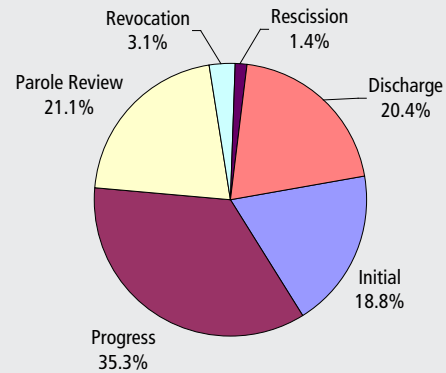
## MEMBERS PRO TEMPORE

CONSUELO ALIRES .....	SALT LAKE CITY
ALVIN EMERY .....	SANDY
JENNIFER MEI JUN YIM .....	SALT LAKE CITY
GARY MACKELPRANG .....	CEDAR CITY
RAY TERRY .....	SALINA

Authority members are citizens appointed by the Governor and confirmed by the Utah Senate. Members represent the diversity of Utah's population and speak on behalf of stakeholders across the State. Currently, three Authority members are assigned for each hearing and decisions are made by majority vote. The Youth Parole Authority is authorized by statute to have ten full members and five pro tempore members. An Administrative Officer, who is a Division employee, acts as a resource to Authority members, manages the Authority's administrative office, and supervises two hearing officers and clerical staff. Authority staff provides Youth Parole Authority Members with information collected from Division staff, police, and the Juvenile Court prior to hearings.

The Youth Parole Authority provides a formal hearing procedure that defines a youth's obligations during secure care and parole. Hearings are held at each of the Division's six secure care facilities. The chart at top right identifies the types of hearings and the percent held for

## YOUTH PAROLE AUTHORITY HEARINGS



Percentages are based on 878 hearings held during FY 2004.

each during FY 2004. Overall, the Authority held 878 hearings during the year, a drop from the 956 hearings during FY 2003.

Within a few weeks of commitment, an "Initial Hearing" is held to establish a sentencing guideline for the youth and set requirements for confinement. Guidelines are set at a minimum of 6 months, but may be longer based on the youth's delinquency history and the type of offenses leading to the commitment. Every 6 months thereafter, and more often if appropriate, "Progress Hearings" are held to determine whether standards for confinement are being met. Youths meeting confinement standards are eligible for a "Parole Hearing." At this point, a tentative parole release date is set. In addition, the youth typically is placed on a trial placement for up to 90 days outside the secure facility. During this time, the Youth Parole Authority may rescind the parole date and return the youth to a secure facility for violating the conditions of the trial placement. Youths who successfully complete the placement and sign a parole agreement are paroled.

During parole, the Youth Parole Authority has statutory responsibility to review allegations when a youth is suspected of violating conditions of parole. Youths who violate terms of parole may have their parole revoked and be returned to a secure facility. Youths who successfully complete the terms of parole are discharged from Division custody. At any point along the way, youths who are charged with new offenses come again under the jurisdiction of the court system. Depending on circumstances, they may be recommitted to secure care, transferred to



the adult system, or allowed to continue under the supervision of the Authority.

## QUICK FACTS YOUTH PAROLE AUTHORITY

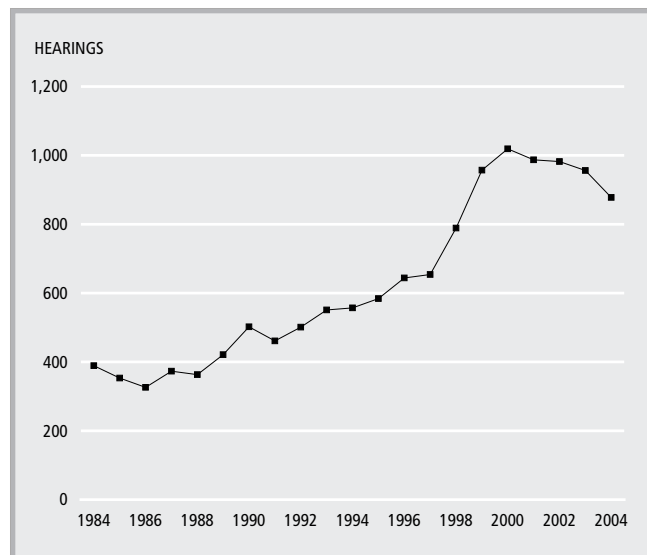
SERVICE AREA .....	STATEWIDE
MEMBERS	
FULL .....	10
PRO TEMPORE.....	5
ADMINISTRATIVE STAFF .....	4
DIFFERENT YOUTHS SERVED.....	409
AVERAGE DAILY POPULATION	
SECURE CARE .....	205.4
TRIAL PLACEMENT .....	21.4
PAROLE .....	80.9
BUDGET .....	\$261,600
NUMBER OF HEARINGS.....	878
AVERAGE COST PER HEARING.....	\$298

As represented in the chart at top right, the Youth Parole Authority's work load has grown dramatically over the last 21 years, increasing from 389 hearings in FY 1984 to 878 in FY 2004. Despite this, the average cost per hearing for an individual youth has risen very modestly. In FY 1984, the cost of holding a hearing was about \$196; in FY 2004, the cost was about \$298.

The Authority subscribes to the Division's Mission Statement and the BARJ Model (see "Mission, Vision, and Values," page 9). The Authority supports BARJ principles of community protection, accountability, and competency development by:

- Providing uniformity in guideline formulation through the Authority's policy.
- Encouraging youths to finish high school and obtain vocational training.
- Using the Authority's judicial powers to issue warrants-of-retake and to order parole, rescission, revocation, and termination for youths in custody.
- Coordinating with the Juvenile Court to ensure that victim restitution is made.

## AUTHORITY HEARINGS FY 1984 to FY 2004



- Appointing members to the Youth Parole Authority who represent sentiments and needs of local communities.

The Authority also has actively developed services for victims of juvenile crime. Victims of youths committed to secure care are invited to participate in the Authority process by (1) attending Authority hearings, (2) submitting impact statements, (3) requesting progress updates, (4) requesting notification of release dates, (5) requesting victim-offender mediation, and (6) requesting no contact orders. Victim participation is entirely voluntary and individuals may choose not to become involved. The Authority also mandates that payment of restitution be made part of the conditions of parole.

During FY 2003, the Youth Parole Authority embarked on the conversion from the Juvenile Justice Information System (JJIS) to the new CARE system (see "Courts and Agencies' Record Exchange (CARE)," page 69). This is a major undertaking that will dramatically change the manner in which records are kept and case files are prepared. During FY 2004, the Authority and the Juvenile Court began using CARE's new Minutes Module. This part of the system allows for the capture of the details of Court and Authority hearings. CARE is designed to use this information to automatically update the individual youth's Court history, schedule future hearing dates, and publish electronic versions of orders. Orders become part of the youth's electronic case file and are available to all juvenile justice workers.

---

## Youth Parole Authority History

- 1981 By law (UCA 55-11b) the Division of Youth Corrections becomes the sole authority in matters of parole, revocation and discharge involving youthful offenders committed to secure confinement. Prior to this, the juvenile parole release process was informal and generally conducted by the superintendent of the secure facility.
- 1982 The Division of Youth Corrections appoints a Parole Review Committee to study constitutional rights of incarcerated juveniles, community safety, and quality of care. The committee recommends that youths should have increased accountability, that staff should have representation, and that hearings should be cost efficient.
- 1983 Following the recommendations of a citizen review committee, the Youth Parole Authority is established. The Authority begins operations in October, 1983.
- 1985 A committee is appointed to develop a better method for determining lengths of stay for youths in secure confinement. The Board of Youth Corrections adopts the new guideline methods and the Authority implements them.
- 1986 The Youth Parole Authority is created statutorily by the 1986 Legislature. The Authority has five citizen volunteers who are appointed by the Board of Youth Corrections to serve for three-year terms (UCA 62A-7-109).
- 1991 In an attempt to deal with the increased work load of the Authority, legislation is passed to increase the number of members from five to seven citizen members (UCA 62A-7-109).
- 1995 Appointment of members to the Authority comes under the direction of the Governor with the advice and consent of the Senate (UCA 62A-7-108). The number of members is increased to 10.
- Recognizing the needs for enhanced public protection and competency development, the Authority extends the length of stay in secure care to a minimum of 6 months. Prolonging stay is expected to allow youths to take greater advantage of the rehabilitative opportunities offered in secure care.
- 1997 The Authority implements a victims program. Victims of youths in secure care are notified of Initial Hearings and provided with information about the policies and practices of the Youth Parole Authority.
- 1999 The Authority is expanded by statute to add five pro tempore members to help meet increasing work loads (UCA 62A-7-108).
- 2003 The Authority begins the process of conversion to the new CARE record keeping system.

# Administrative Services

## Community Relations

During FY 2004, the Division was involved in a wide variety of delinquency prevention activities including, Make a Difference Day, the Suicide Prevention Walk, the Division's Speakers Bureau, and Victim's Awareness Week.

*Make A Difference Day.* For the fifth consecutive year, youths in Division custody were given the opportunity to help others by participating in Make a Difference Day. The project's goal was to provide a coat for every man, woman, and child in Utah who needed one. The effort made a difference in the lives of hundreds of people throughout Utah.

Make A Difference Day activities began with a poster contest sponsored by Clearfield Job Corps. Students were invited to design a poster that could be used throughout Utah to advertise the need for warm winter clothing and the Make a Difference Day cause. A design was chosen and Clearfield Job Corps students printed the winning poster. Copies of the winning poster were placed in businesses, Division facilities, schools, churches and programs throughout Utah. Coats, scarves and gloves poured into collection boxes and facilities. Sporting events allowed discount pricing for donated winter clothing. Residents of the Division's locked facilities cleaned the donated items and helped categorize them for distribution. Other youths crocheted hats and scarves with donated yarn to add to the collection.

In northern Utah, more than 1,800 coats were donated directly to the Division's facilities. In addition, coats were donated directly to community shelters and alternate drop sites. Items were delivered to shelters and other areas where the need had been established. Partners in this area included the Clearfield Job Corps, Juvenile Justice Services, Swanson Family Foundation, Pages Day Care, Weber State University, and Boy Scouts of America.

In central Utah, bags of coats, hats and scarves were delivered to the Interfaith Hospitality Program. The majority of these were donated to a battered women's shelter. Other donations were given to the Crossroads Urban Center and the Crossroads Thrift Store to be distributed, at no cost, to homeless shelters throughout the Salt Lake area. Division work programs transported the items as a work project. Partners in this area included Juvenile Justice Services, University Hospital, The Salt Lake County Health Department, Healthy Central City,



Youth at Decker Lake Youth Center crocheting a scarf as a service project.

Liberty Senior Center, assisted living programs, Timpanogos Animal Clinic, and Hawk Watch International.

In southern Utah, donated clothing was given to Mountainlands Head Start, migrant workers, and homeless shelters. Partners in this area included Juvenile Justice Services, local high schools, Boy Scouts of America, Boys and Girls Club, Humanitarian Center, United Way of Utah County, and the Mary Norris Group.

*Suicide Prevention Walk.* Division youths made banners, passed out refreshments, and provided set up and clean up support for the annual Suicide Prevention Walk on April 17, 2004. The Division was honored for its participation and support of the statewide effort.

*Speakers Bureau.* The Speakers Bureau is a special service the Division offers to schools, religious groups, service clubs, and community agencies. On request, Division employees present information about Utah's juvenile justice system, youths at risk, juvenile correctional facilities, drug abuse, and other topics. During FY 2004, individual letters went to schools throughout Utah promoting speaking opportunities. Speakers shared their expertise with college and school groups, civic groups and youth organizations across the State.

*Crime Victims Awareness Week.* Residents of the Division's facilities spent Crime Victims Awareness Week, learning about the consequences of crime on victims. Numerous speakers presented information to the youths about the

personal damage that victims of crime face. In a special presentation at the Weber Valley Detention Center, Jerry Meents, a young boy during the Holocaust of World War II, brought a very dramatic face to crime. He vividly described the persecution, deprivation, and the brutality he had experienced at the hands of the Nazi regime. He spoke of the hatred and anger these experiences created in him and how it took him years to overcome these feelings.

*Volunteer Programs.* The Division recognizes the great value that a strong volunteer program provides to delinquent youths. Regional Volunteer Coordinators provide leadership, training and guidance to volunteers who offer a multitude of services to youths in the juvenile justice system. Volunteers offer a variety of skills to enhance the experiences of youths in Division programs. They provide opportunities for competency development by leading activities such as arts and crafts, recreation, homemaking, money management and personal development. Volunteers also provide treats and birthday cakes for youths in custody, make quilts for facility beds, serve as foster grandparents, and help youths find and keep jobs.

This year, residents of Slate Canyon Youth Center had an opportunity to become volunteers themselves by hosting a dinner and Easter egg hunt for the families of the 1457th Engineer Battalion, which was serving in Iraq. Members of the Battalion had been overseas for over a year at the time of the event. Many families didn't have the ability to provide Easter baskets for their children and were excited to join in the fun and meet others in similar situations. Residents from the Slate Canyon Youth Center served a dinner, planned and prepared the Easter egg hunt, and provided entertainment.

## Clinical Services

As a result of the efforts of the Office of Juvenile Justice and Delinquency Prevention efforts since 1995, the implementation of performance-based standards for juvenile correctional and detention facilities has provided a systematic method for facilities to measure outcomes and make improvements in services. The Division has used this opportunity to upgrade services in locked detention and secure facilities. The Protective and Risk Assessment is now part of the intake process. Staff training includes increased information about mental health issues and treatment. Most recently, a clinical psychologist

was hired to set up services in each secure facility on the Wasatch Front. In addition, five clinicians were hired to coordinate delivery of mental health services at Decker Lake Youth Center and Wasatch Youth Center in Salt Lake City, Mill Creek Youth Center in Ogden, and Slate Canyon Youth Center in Provo.

Clinical Services has established the goal of providing treatment for incarcerated adolescents that will address their mental health issues and substance abuse problems while they are learning new methods of coping, interacting with others, dealing with family, and getting high school credits. The Division believes that mental health illness and drug dependence are treatable issues for which individuals deserve treatment and support. Further, it believes that with appropriate care, youths with these problems can recover and lead productive lives.

In collaboration with mental health professionals within the Division, the clinical community in Salt Lake City, Ogden, and Provo, and the Division of Substance Abuse and Mental Health, Clinical Services will utilize practice guidelines that best serve and protect the client, other residents, Division staff, and the community. The practice guidelines protect the rights of clients and guide the treatment process in the light of the ethical standards of the American Psychological Association, National Association of Social Workers, and the American Counseling Association.

Clinical Services coordinates treatment of youths in secure care. The purpose is to expand and improve clinical intervention and training services within secure care facilities. The program will provide crisis management, individual, group therapy, and family therapy. It will also develop ongoing training programs for the consistent delivery of evidenced-based programs such as Aggressive Replacement Training, Behavioral Token Treatment, and Cognitive-Behavioral Therapy. The program will also coordinate with case managers to provide a more seamless transition between the facilities, community programs, and home.

## Quality Assurance

The Division is dedicated to providing comprehensive and quality services for delinquent and at risk youths within the framework of the BARJ Model (see "Mission, Vision, and Values," page 9). The ongoing efforts of the five full-time Quality Assurance staff help meet this goal by monitoring youth programs and checking that youths are placed in appropriate programs without compromis-

ing the safety or the health of either the community or the youths. Quality Assurance staff also (1) perform internal reviews of incidents, concerns, and complaints involving publicly and privately operated programs, (2) document and report the results of investigations, (3) monitor compliance with the Federal Juvenile Justice and Delinquency Prevention Act (JJDP Act), and (4) help the Division comply with the Government Records Access and Management Act (GRAMA) to ensure the privacy and security of social and health records of Division clients. These functions are carried out through contract monitoring, program review, and JJDP Act compliance assessments.

*Contract Monitoring.* Contract monitoring activities determine whether providers are meeting their contract requirements, including (1) specific program requirements, (2) client wellness, (3) client objectives and program outcomes, (4) fiscal accountability, and (5) standard terms and conditions, Federal assurances, Medicaid and grant requirements. Staff determine this through a collaborative process of reviewing documentation, analyzing information, developing reports, considering specific issues, troubleshooting, conducting interviews with staff, parents, and youths, and visiting program sites.

Quality assurance goals identified in the Division's 2004 monitoring plan required that all contracted programs be reviewed for compliance with contract and Medicaid documentation requirements. Corrective Action Plans were developed that identified performance deficiencies, defined what the contractor needed to do to correct deficiencies, established a time frame for achieving compliance, stated how the corrective action would be monitored, and defined the consequences of failing to achieve compliance. Quality Assurance staff also provided technical assistance to all new providers to facilitate compliance with contracts and Medicaid requirements.

During FY 2004, Quality Assurance staff reviewed 124 of the Division's 145 contracts. This included 95 direct service contracts (66% of all contracts) and 29 indirect services contracts (20% of all contracts). Twenty-one, or 14% of the Division's contracts, did not require formal review because the contractor did not provide any services (14), served too few youths (1), or terminated the contract during the fiscal year (6). Fifteen of the reviews (10%) resulted in some type of corrective action. The majority of deficiencies were related to staff training, staff requirements, documentation, and case records. All were resolved satisfactorily and resulted in improved delivery

of services.

Goals for FY 2005 include providing additional technical assistance to all new and current providers to facilitate compliance with contracts and requirements for Medicaid. In addition to the annual program review, the Quality Assurance staff will provide informal monitoring activities including unannounced on-site visits to assure a provider's understanding and compliance with their contract requirements. The Division also will begin to formalize a preferred provider system.

*Program Review.* Quality Assurance staff also has responsibility for monitoring programs and facilities directly operated by the Division. Standards, policies and procedures are used to evaluate compliance of Division programs. During FY 2004, seven rural multiuse facilities and programs, eight receiving centers and day programs, and three observation and assessment centers were evaluated. Strengths and weaknesses were identified and recommendations were made for improving facility operations and programs. Goals for FY 2005 include the review of three case management offices, five secure care facilities and programs, one work camp, and two transition programs.

*JJDP Act Compliance.* One Quality Assurance staff member is responsible for monitoring facilities in Utah that might securely hold juveniles for any length of time to ensure Utah's compliance with the JJDP Act. The Act has three core requirements: (1) deinstitutionalization of status offenders, (2) removal of juveniles from adult jails and adult lockups, and (3) sight and sound separation of juvenile detainees from adult offenders. Intensive monitoring efforts have helped Utah achieve compliance with these mandates. Achieving compliance with the JJDP Act enhances protection of youths and the community. In addition, compliance makes Utah eligible for Federal grants that assist in the development and operation of many essential programs for youths.

Following Utah statutes and standards that are in line with the JJDP Act, the Division has approved two jails in rural areas to confine youths charged with delinquent acts. Youths may be held for up to 6 hours in these facilities while efforts are made to release them or transfer them to juvenile detention centers. In addition, nine holding rooms located in local law enforcement agency facilities are certified to confine youths charged with delinquent acts for up to 2 hours while arrangements are being made for release or transfer to youth facilities.



## Training

In support of its Mission, the Division is committed to "Promote continuing staff professionalism through the provision of educational and training opportunities." Staff training is designed to emphasize professionalism and the proper care of youths in the Division's programs. Overall, in FY 2004, the Division supported 820 training sessions on mandatory topics and 627 in-service training events, providing a total of over 61,000 individual training hours. Courses considered mandatory for Division staff, and the number of training sessions held in FY 2004 are presented in the table at bottom.

*Mandatory Training.* New full-time staff are required to complete the Division's Basic Orientation Academy during their first year of employment. Three Academies were held during FY 2004, with 73 staff completing the training. Following their first year, most full-time staff are required to complete an additional 40 hours of in-service training each year. Support staff and part-time staff receive training commensurate with their duties. In-service training is provided by the Division, the Department of Human Services, state and national sponsors, local colleges and universities, and private vendors. During FY 2004, 90% of employees successfully completed their required in-service training.

The focus of many of the trainings this year was on several of the Division's initiatives, including the risk assessment process (see "Protective and Risk Assessment Project," page 67) and the Program Enhancement Process (see "Program Enhancement Process (PEP)," page 68).

*PEP Training.* During FY 2002, the Division launched a major initiative to develop an ongoing process of program evaluation and continuous quality improvement. Known as the Program Enhancement Process (PEP), the effort aims to increase the quality and effectiveness of care provided to youths in Division programs. During FY 2004, 36 trainings were conducted on the Program Enhancement Process. A total of 487 staff were trained, for a total of 2,353 training hours.

*Risk Assessment Training.* In January of 1999, the Legislative Auditor released an audit of the Juvenile Justice System. One of the suggestions contained in the audit to improve the system was to develop and implement an assessment instrument that would assist in identifying chronic and serious offenders early in their delinquency careers. The Juvenile Court and Juvenile Justice Services addressed this issue by reviewing many assessment tools. The assessment tool selected to use in Utah was the Washington State Risk Assessment Tool. Conjoint

### MANDATORY TRAINING.

TRAINING EVENT	REQUIRED HOURS	REVIEW	SESSIONS OFFERED	STAFF TRAINED	TOTAL HOURS
BASIC ACADEMY	80	NONE	3	73	4,380
CODE OF ETHICS	2	ANNUAL	194	1,205	1,739
CPR	4	ANNUAL	120	933	3,008
CRISIS INTERVENTION INITIAL	24	NONE	16	141	3,336
CRISIS INTERVENTION CERTIFICATION	8	NONE	14	98	732
CRISIS INTERVENTION REVIEW	8	ANNUAL	60	831	6,343
CULTURAL COMPETENCY	8	AS NEEDED	4	122	784
DEFENSIVE DRIVING	1	3 YEARS	175	661	660
FIRST AID	1.5	3 YEARS	78	535	1,366
INCIDENT REPORTING	2	AS NEEDED	8	183	344
LEGAL ISSUES	8	AS NEEDED	3	113	904
PERSONAL PROTECTION	4	3 YEARS	1	41	164
PREVENTING DISEASE TRANSMISSION	4	3 YEARS	43	395	794
RISK ASSESSMENT	10	AS NEEDED	14	313	2,988
SUICIDE PREVENTION	2	3 YEARS	44	332	657
UNLAWFUL HARASSMENT PREVENTION	2	3 YEARS	32	407	984
VIOLENCE IN THE WORKPLACE	2	AS NEEDED	11	145	401

training sessions with the Juvenile Court and Division on the assessment tool are ongoing. During FY 2004, 14 trainings were held. A total of 430 staff were trained (313 Division staff, 25 private providers and 92 Juvenile Court staff). Total training hours were 4,300.

*CARE Training.* The Division and the Juvenile Court are developing a new information system (see "Courts and Agencies' Record Exchange (CARE)," page 69). The overall goal of the effort is to build a comprehensive system for juvenile justice and child welfare information. The Division and the Juvenile Court conducted 14 conjoint trainings this year on the new system.

*New Programs.* During FY 2004, Training staff utilized a Program Enhancement Process (PEP) model for the Division's training services and outcomes. As part of this effort, all Division employees were surveyed to identify their training needs. Overall, 15 different trainings were identified for three different groups of workers: (1) office support staff, (2) technicians and counselors, and (3) supervisors. Curriculum advisory teams (CAT) were created to identify the specific objectives needed for each of the three groups of workers. The CAT for office support staff identified training on various computer software programs as a critical issue. A private contractor has been engaged to meet these needs. The CAT team for technicians and counselors identified needs for new trainings aimed at working with juvenile sex offenders, and working with clients with mental health issues. These trainings have been developed and are currently being offered.

## Internal Investigations

The Division's Internal Investigations unit examines and analyzes violations of the Code of Ethics, Policy and Procedure, and Federal and local laws. Fiscal 2005 starts with a new Director and two full-time investigators. One investigator is based in Salt Lake City and the other is in Ogden. The unit conducts investigations throughout Utah.

Internal investigations are essential when dealing with complaints, suspicions or allegations of employee misconduct including violations of policy and procedure, Code of Ethics, or local or Federal laws. In general, investigation are begun when incidents occur within Division programs or with contracted private providers that are extraordinary, non-routine, or potential life threat-

ening incidents and that are consistent with incident reporting policy and procedure. Internal Investigation reports provide a factual basis for making decisions. The reports developed justify decisions regarding violations of policy and procedure, Code of Ethics, or Federal or local law in order to establish probable cause or to halt criminal activity. Reports result in cases being closed as substantiated, unsubstantiated, or inactive. During FY 2004, 33 separate investigations were initiated.

Maintaining Division integrity is essential when investigating complaints, grievances, suspected misconduct, and violations which are brought to the unit's attention through incident reports or verbal reports. These reports help establish probable cause and determine whether an internal investigation will be initiated and who will be involved. Internal Investigations involve: Division youths in custody, Division employees, contracted private providers, school personnel, law enforcement, and any appropriate outside agency. Internal Investigations also investigates (1) referrals and requests for investigation when a formal complaint or grievance is made, (2) suspicions of any kind of misconduct, or (3) requirements to identify and halt criminal activity. The unit also is involved to curtail adverse publicity or limit liability.

An Internal Investigation will be completed in response to issues regarding staff on staff, staff on youth, youth on youth, person on property and where probable cause is established, or if violations of Federal or local law, Code of Ethics, or Policy and Procedure are alleged. An investigation will also be completed if an injury occurs, or if there is any potential litigation.

Internal Investigations can also involve law enforcement when events involve or endanger the lives or physical welfare of juveniles or staff. Investigations will be completed if (1) probable cause is established, (2) it is determined that Federal or local laws have been violated, (3) in extreme emergency situations, or (4) if exigent circumstances exist (e.g., UCA 62a-4a-403 mandatory reporting for child abuse). Investigations of employees who are alleged to have abused or exposed a youth who is in Division custody or control criminal activity will be conjointly investigated or simultaneously investigated with the appropriate child protective services investigator, or law enforcement agency. In resolving cases, investigators regularly work with the Attorney General's Office, the Department of Human Services' Office of Human Resources, local police agencies, city and county attorneys, and the courts. Internal Investigation activities include conducting and documenting interviews with



the complainant, witnesses, and the accused. They may include written statements, verbal statements, and other information as deemed appropriate.

Reports produced by Internal Investigations include all evidence, paperwork, and other information that establishes probable cause. The Internal Investigations Report compiles facts found in incident reports, documented in interviews, and gathered evidence. Reports include a summary, finding of fact, and conclusion and are disseminated to all appropriate entities. Reports are classified as "Protected" by the Utah Government Record Access and Management Act (GRAMA, UCA 63-2-304(8)). Each report is created and maintained for administrative enforcement purposes and is for the express use of the Division's administrative staff. Reports may not be released to the public without proper authorization. Internal Investigations' recommended actions may include: additional training, warnings (written or verbal), reprimands, suspensions, transfers, termination of employment, filing of criminal charges or referrals made to the appropriate agencies (law enforcement, County Attorneys, Attorney General), or exoneration.

Other responsibilities of the Office of Internal Investigations include ongoing training on incident reporting policy and procedure, incident report writing, the Offense Classification System, and the Investigation Matrix. The training is provided through the Division's Basic Academies, Supervisory Academies, and at regular training sessions held for the Division's programs and contracted private providers. The Internal Investigations staff members also participate in fatality reviews, mediation and conflict resolution, and in the revision of policy and procedure.

## Research, Evaluation, and Planning

The Research, Evaluation, and Planning (REP) group supports the Division's Mission to "Promote ongoing research, evaluation, and monitoring of Division programs to determine their effectiveness."

REP has the responsibility for conducting and overseeing research and program evaluation involving Division clients, programs, and staff. A key part of this responsibility has been the maintenance and development of Utah's Juvenile Justice Information System (JJIS). The JJIS is a centralized database shared by the Division and the Juvenile Court that tracks interactions with delinquent youths. REP staff members have participated in development of a replacement for the JJIS

since FY 1999 when the Division and the Juvenile Court jointly started the project. A phased release of completed components began in July, 2001 (see "Court & Agencies' Record Exchange (CARE)," page 69) with the release of the assessments module. This component has already become an essential resource for both the risk assessment and the PEP initiatives. During FY 2004, REP assisted in training staff in the use of the assessment module. REP also helped develop plans to transfer additional components of JJIS to the new system.

During FY 2004, REP also helped the Division meet a variety of other service, research, and information needs. On a daily basis, REP supplied Division staff with reports, answers to queries, technical support, and engaged in research. REP also produced the Division's Annual Report. Members of the REP group served as staff to the Utah Sentencing Commission, the Risk Assessment Committee, the Department of Human Services Outcome Measures Committee, and the Department of Human Services Institutional Review Board (IRB).

During the past year, REP assisted numerous students and faculty from local colleges and universities with information on Utah's juvenile justice system. In addition, REP responded to requests for information from media representatives, other government agencies, and private individuals.

## Finance

Finance carries out a number of functions including general accounting, preparation of the annual appropriation request (budget) for the Governor's Office and the Legislature, financial planning, monitoring weekly and monthly indicators, forecasting, and fixed asset reporting. Finance also supervises the Business Managers attached to each of the Division's four Program Offices. Major events in the State's yearly budget process include:

### *Pre-Legislative Session*

- June. Governor's Office of Planning and Budget issues budget forms and instructions to State agencies.
- July – September. Agency holds budget hearings and prepares budget request.
- September – October. Governor's Office of Planning and Budget prepares recommendations for the Governor.
- September – December. Legislative Fiscal Analysts analyze budget and make recommendations.

- November – December. Governor holds budget hearings and makes final recommendations.

#### *Legislative Session*

- January. Legislature receives budget recommendations.
- January – February. Joint Appropriations Subcommittees hold hearings and prepare recommendations for Executive Appropriations.
- February. Executive Appropriations makes final decisions to balance the budget.
- Legislature debates and passes Appropriations Act.

#### *Post-Legislative Session*

- March. Governor reviews and either signs or vetoes Appropriations Act.
- March – April. Legislative Fiscal Analyst prepares appropriations report.
- April – May. Agency prepares programs to implement budget.

## Federal Revenue Management

The role of the Federal Revenue Management unit since it began in March of 2001 has been to bring Federal revenues into the Division and ensure compliance with Federal requirements tied to the receipt of those revenues. About 20% of the Division's budget of approximately 90 million dollars is from Federal revenues. This high level of Federal funding leverages the Division's efforts to provide comprehensive services for at risk youths within the framework of the Balanced and Restorative Justice Model (BARJ). The primary sources of Federal revenue consist of (1) Mental Health and Rehabilitation services paid under Medicaid, (2) Targeted Case Management (TCM) services paid under Medicaid, (3) Foster Care services, including room and board, paid under the Social Security Act, and (4) Grant programs and projects paid for in full or in part by The Department of Justice, The Department of Health and Human Services, and The Department of Labor.

In fulfilling its role for the Division, The Federal Revenue Management unit does the following:

- Seeks new sources of Federal funding.
- Briefs others in the Division on Federal funding possibilities and requirements.
- Drafts or coordinates the drafting of grant proposals.
- Provides guidance and training to 6 eligibility

specialists (who make eligibility determinations for Medicaid and other Social Security Act services).

- Performs accounting functions related to Federal revenues.
- Collects unclaimed revenues to which the Division is entitled and returns revenues received in error.
- Assists with and monitors approximately a dozen grant programs and projects receiving federal funds.
- Coordinates the collection and transfer of data to Federal information systems (where required for Federal funding).
- Meets with Federal representatives to demonstrate compliance with Federal requirements.
- Continuously improves Federal revenue collection, reporting, and compliance systems.

During FY 2004, the Federal Revenue Management unit and staff from the Division's Contracting unit developed new procedures for obtaining Medicaid license numbers from providers and for entering them into the Division's provider payment system. These new procedures have helped the Division receive the Medicaid dollars it is entitled to on a more consistent and timely basis.

Additionally, the Federal Revenue Management unit worked closely with the Human Services Data Warehouse team to develop a database of Medicaid claims processed by the Department of Health that is accurate and easy to access. By moving from a paper-based to an electronic system of housing Medicaid payment and payment denial information, the Federal Revenue Management unit will be better equipped in the coming year to supply data for Federal revenue forecasting, collect on unpaid Medicaid claims, and payback amounts paid by Medicaid in error.

One million dollars of Federal funding has been secured over a 3-year period to provide transition services to youths released from secure care in Utah County. The program, called the Utah County Aftercare Program (UCAP), was in its second year of operation during FY 2004. UCAP increases the number of parolees who successfully reintegrate to their home communities. The Division is in the process of requesting the Utah State Legislature to continue funding for the program after Federal funds for the project expire.

In the coming year, in addition to the general activities outlined above, the Federal Revenue Unit looks forward to further development work on its data collection

and reporting systems and shifting them over to CARE as appropriate at the earliest opportunity.

## Contracting

The Division's Contracting unit is responsible for assuring the effectiveness, efficiency, and integrity of all Division contracting activities. Contracting staff works with case managers, business managers, accountants, procurement agents, support staff, and the Division's Finance Officer to develop a contracting program that supports the Division's service delivery process. The group's specific activities include:

- Planning, developing, and implementing Federal, Department of Human Services, State, and Division contracting policies and procedures.
- Planning, awarding, and administering service or vendor contracts for the youths in Division care.
- Evaluating Division contracting and purchasing practices to ensure compliance with applicable laws and regulations.
- Providing assistance to Division grantees.
- Developing forms, manuals, and training activities to provide advice, technical assistance and direction to Division employees and contractors.

During FY 2004, the Division had 156 provider contracts with 130 different public and private agencies. These contracts provided a broad range of services for the Division and youths served by the Division. Contract totals for FY 2004 are as follows:

- Residential Services – 53 contracts
- Outpatient Mental Health Services – 45 contracts
- Youth Services and/or Receiving Centers – 7 contracts
- Medical, Dental and other Health Care Services – 16 contracts
- Secure Care/Detention Services – 2 contracts
- Food/Clothing for Youths in Division Facilities – 12 contracts
- Other - 21 contracts

The major contracting initiative during FY 2004 was to develop new services for youths in state supervision custody. A competitive request for proposals (RFP) was issued seeking short-term residential service programs for these clients. Although the RFP established general criteria for the service, it encouraged bidders to propose new and innovative programs for serving these youths. Seventeen proposals were received from which the Division selected four proposals for award of contracts. The new contracts offer a broad range of approaches and programs that expand the options for intervening successfully in the lives of these youths and their families.

During FY 2005, the contracting group will (1) look to improve the efficiency and timeliness of the development and processing of contracts, (2) provide more comprehensive and readily available information to case managers on available contracted services and providers, and (3) begin exploring the feasibility of developing a "preferred provider" system for contracted residential programs which serve youths in Division custody.

# Recent and Ongoing Projects

## Division Initiatives

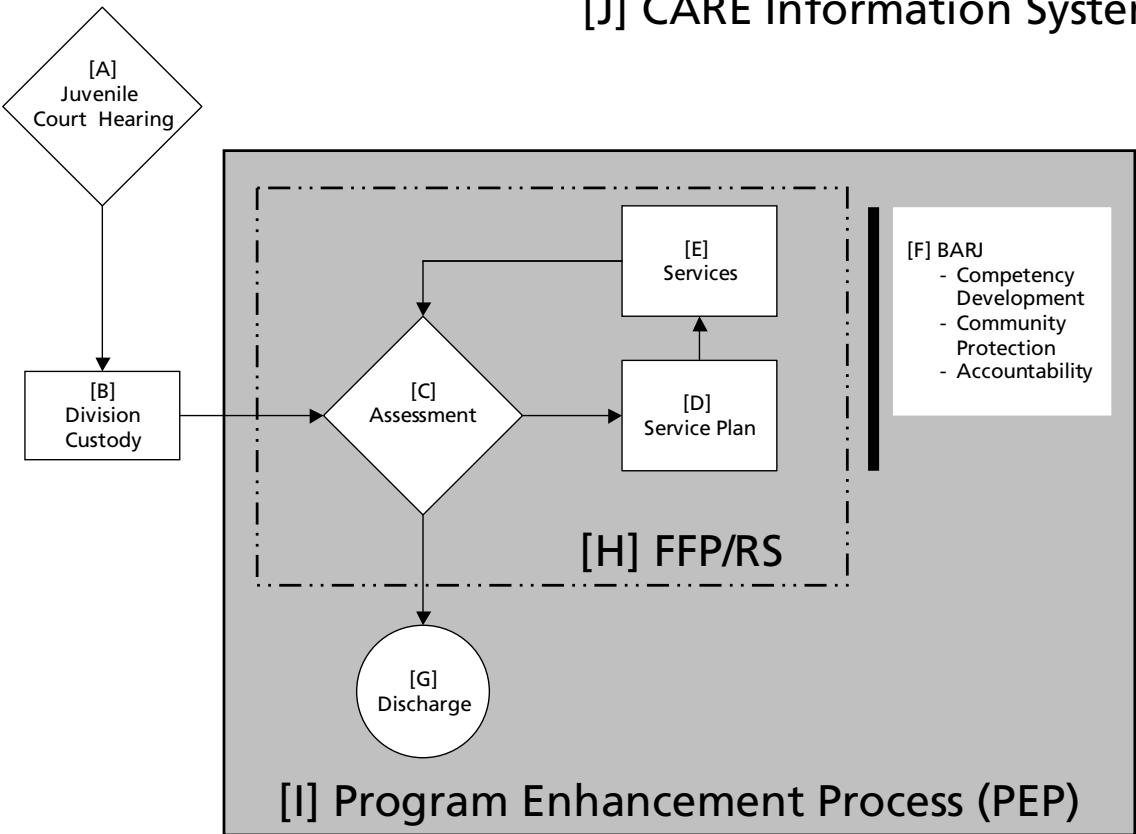
Over the last several years, the Division has begun or helped to begin a number of major juvenile justice initiatives including the (1) Protective and Risk Assessment (PRA) Project, (2) Functional Family Probation/Resource Services (FFP/RS), (3) Graduated Sanctions Model of Service Delivery and Supervision, (4) Program Enhancement Process (PEP), and (5) CARE information system. At the Division's Statewide Conference early in FY 2003, Blake Chard, the Division's Director, reaffirmed the Division's commitment to these efforts and presented a vision for integrating them into a coordinated approach that will enhance the quality of services delivered to Utah's youths.

The chart below represents the initiatives as they might apply to an individual youth entering Division custody. Initiatives are shown in the context of a Juvenile Court Hearing [A] that brings the youth into Division custody [B] (see "Client Flowchart," page 20).

On receiving a youth in custody, a Division case

manager assesses the case [C] to identify the youth's strengths and weaknesses and service needs. This evaluation includes administration of a Protective and Risk Assessment (PRA), but also considers information collected from family, previous workers associated with the case, other sources in the community, and results of other assessments. Evaluation results are interpreted within the framework of the BARJ Model [F] (see "Mission, Vision, and Values," page 9) to develop the youth's Needs Assessment Service Plan [D]. The Service Plan (1) documents the youth's strengths and weaknesses, (2) identifies needed residential and nonresidential services, and (3) sets goals for successful completion. Services [E] are provided through a levels-based system known as the Graduated Sanctions Model of Service Delivery and Supervision. At regular intervals (every 90 or 180 days), the case manager reassesses the case and reviews the youth's progress with the Juvenile Court. Depending on the youth's current needs, the case manager may either recommend that the service plan be revised [D] and additional services be provided [E] or recommend that the

## [J] CARE Information System



youth be discharged [G].

The case management process just described is given structure and support by Functional Family Probation/Resource Services (FFP/RS), the Program Enhancement Process (PEP), and the Courts and Agencies Record Exchange information system (CARE). FFP/RS [H] is a case management strategy designed to engage and motivate youths and their families and link them with appropriate services. PEP [I] is a continuous quality improvement process for the Division's system of service delivery. The process identifies opportunities for improvement through ongoing assessment of service delivery and regular feedback on the impact of those services. Finally, CARE [J] documents details of individual activities at every stage of the process. This includes Minutes and Orders generated in Court Hearings, assessment results, the youth's service plan, residential and nonresidential services the youth receives, and the progress the youth makes in fulfilling objectives of the service plan.

More detailed descriptions of the individual initiatives and the progress being made in their implementation are provided below.

*Protective and Risk Assessment Project.* In 1999, the Division joined the Juvenile Court in developing a systematic assessment process for identifying the strengths and weaknesses of delinquent youths. The Risk Assessment Committee was established to oversee the project. The Committee has equal representation from the Juvenile Court and the Division. After reviewing a number of possibilities, the Committee selected two assessment tools originally developed in Washington State. The Prescreen Risk Assessment (PSRA) is a relatively short assessment that has been validated to predict reoffending of juvenile probationers in Washington State. Predictions are based on youth characteristics such as past delinquency, drug and alcohol problems, current home environment, and peer group. Currently, the PSRA is being given to youths scheduled to have a hearing before a Juvenile Court Judge as a result of a charge for a misdemeanor or felony type offense.

The second assessment tool is the Protective and Risk Assessment (PRA). This evaluation is a longer and more comprehensive assessment that includes information from each of 10 different domains including: (1) delinquency history, (2) school, (3) use of free time, (4) employment, (5) relationships, (6) living environment, (7) alcohol and drug use, (8) mental health, (9) attitudes and behavior, and (10) skills. The PRA is being given

to youths ordered by the Juvenile Court to probation supervision or into Division custody. Information from the PRA is used to construct specific goals for the youth's service plan. The PRA is updated periodically to measure a youth's progress and identify continuing issues that should be addressed.

Assessment results are managed by the CARE information system (see below) as part of an individual youth's electronic case record. As a result, Division and Juvenile Court workers assigned to a case have immediate access to the youth's assessment history.

Progress made in developing the assessment process during FY 2004 included:

- Over 15,800 PRAs and PSRAs were administered to over 9,600 different youths.
- 313 Division workers received the standardized 10-hour risk assessment training.
- Additional work was done to develop CARE reports to facilitate the interpretation and utilization of assessment results.
- Teams of Division and Juvenile Court staff members in each of the State's eight Court Districts completed quality assurance plans based on minimum standards developed by the Risk Assessment Committee.

Goals for FY 2005 include:

- Full implementation of District level quality assurance plans.
- Continued development of reports to facilitate interpretation and use of assessment results.
- Continued integration of the processes for assessment and case planning.
- Ongoing training to maintain the skills of current workers and train new workers.

*Functional Family Probation Resource/Services (FFP/RS).*

The Division and the Juvenile Court have adopted the system of FFP/RS for case management. Though not itself a therapeutic approach, it makes use of a number of motivational and management principles developed in the highly successful Functional Family Therapy (FFT). Dr. James Alexander, founder of FFT, developed the FFP/RS approach to help Utah's juvenile justice workers provide more systematic case management services.

The overall goals of FFP/RS are to (1) engage and motivate youths and families, (2) link them to appropriate interventions, (3) monitor progress, and (4) provide



support for successful termination. The model focuses on family issues by using family relational assessments to identify and address family difficulties. Motivational techniques are used to encourage engagement and progress in meeting goals.

Several goals have been established for the effort during FY 2005:

- Beginning in the third quarter of FY 2005, the initial FFP/RS training will be conducted entirely by staff from the Juvenile Court and the Division. Prior to this, training has been provided under a contract with a private provider.
- A training module will be developed to assist in maintaining skills of workers who have already received the initial training.
- To compliment the quality assurance plans developed for risk assessment, minimum standards and a monitoring process will be developed for FFP/RS.
- An abbreviated version of FFP/RS training will be developed for Division workers who do not need the entire course.

*Graduated Sanctions Model of Service Delivery and Supervision.* The Graduated Sanctions Model was developed as a concept, in part, as a response to concerns about Utah's juvenile justice system. Perceived problems included: (1) duplication of services across and within juvenile justice agencies, (2) mixing of populations of offenders of different risk levels, and (3) lack of sanctions for youths more sophisticated than those typically seen in probation but less sophisticated than the habitual offenders who require intensive services.

The model proposes that youths be classified into a number of different categories based on the risk they pose to the community. Youths at different risk levels would be kept separate and would not be mixed with those from other categories. For example, youths who are at moderate risk for reoffending would not participate in a community work program that serves youths who are in a category with either a higher or lower risk for reoffending. Restrictiveness of programming and supervision for the youths in a category would be proportional to the risk they pose, ranging from least restrictive for low risk youths (e.g., placement at home with community supervision) to most restrictive for the highest risk youths (e.g., secure care).

Individual categories would be divided into a number of distinct levels, each of which corresponds to a different degree of supervision and structure. Typically, youths

assigned to a particular category would start under a relatively high level of supervision. Contingent on meeting the goals of their service plans, they could move to successively less restrictive levels. Youths who do not commit any new offenses would stay within the same category until all service goals are met.

The level system addresses the concern noted above about duplication of services. Services for youths in all categories would be designed to meet the principles of the BARJ Model and would be individualized. However, service delivery within a category would be specialized to meet the unique needs of the youths in that category and would be different from services required for youths in other categories.

The Graduated Sanctions Model is still in development and has not yet been implemented. Procedures for reliably classifying youths into different risk categories and determining the appropriate level within a category have not yet been finalized. It seems likely that the risk assessment tools will play some part in these processes.

*Program Enhancement Process (PEP).* During FY 2004, the Division continued to develop the Program Enhancement Process (PEP). The effort is aimed at developing the Division's capacity to utilize continuous quality improvement techniques to enhance the delivery of services. PEP assumes that all programs, no matter how effective, present opportunities for improvement.

The initial PEP activities culminate in the development of specific objectives for services and outcomes for each of the Division's programs. Plans for collecting and using information are then made and implemented.

During FY 2004, additional teams from Rural Detention and Rural Case Management completed the steps to developing their program, objective, and evaluation models. For the teams that completed those models during the previous year, such as Secure Care and Urban Detention, data collection has begun. To date, 50 teams of over 400 staff have participated in creating and beginning implementation of the quality improvement processes.

FY 2004 also saw the beginning of bringing PEP to the private providers. The Division accesses programs from over 40 private agencies to serve the needs of youths with community-based programs. To date, these agencies have received orientation training and a refresher training, to prepare them for developing their models within the next 6 months. Because the relationships with private providers are established through a competitive bidding process, the Division is providing

technical assistance only in assisting providers to develop their program, objectives, and evaluation models.

At this writing, most private providers have submitted their plans for review by the Division. The long term plan is for private providers to include their models and data collection elements into contract language to assure the Division gets the information it needs to support private agencies enhancing their services.

Most quality improvement initiatives require the support of a computer system to manage the information and provide timely reporting. The work on the development of the CARE information system continued during 2004. The tools for getting data into the CARE system continue to be developed as teams identify their data collection tools. Efforts in 2004 were also focused on designing the reporting capability for the PEP process using the CARE system. Standard summary reports that describe service delivery and the outcomes achieved have been developed, as have reports documenting the experiences of the individual youths served by the programs. In FY 2005, as actual data are collected, training will be provided to assure that workers know what their results mean and how to use them for enhancing their programs.

Federal dollars have been used to support the costs of putting both PEP and the CARE system into place. Project leadership has articulated these projects as capacity-building and is committed to guaranteeing that both projects become integrated into the way Division employees do their work. Throughout the entire process, steps have been taken to assure that when funding and consultant support end, the important work of these two initiatives will continue.

*Court and Agencies' Record Exchange (CARE).* Development of the CARE information system continued during FY 2004. The Division has worked with the Juvenile Court, since 1999, to build the system as a replacement for the existing Juvenile Justice Information System (JJIS). The overall goal for the project is to create a comprehensive, client-based system for juvenile justice and child welfare information. Working objectives are to (1) design and create a useful case management system, and (2) enhance communication and cooperation between agencies responsible for juvenile justice and child welfare in Utah.

CARE is being completed and brought into production in functional pieces called modules. Development of individual modules is proceeding in four stages. (1) In the first stage, "Analysis of Current Processes," detailed

interviews are held with the workers who will use the module. The focus is to discover what tasks workers perform and how the new system might best aid their efforts. (2) In the "System Design Phase," programmers construct prototype versions of the module. Users are consulted again to review requirements and evaluate the prototype. (3) During the "Testing Phase," technical staff and the workers, who will be using the system, evaluate the module to ensure that it functions properly. (4) Finally, during the "Implementation Phase," staff are trained in the use of a module and given access to it.

The assessment module was the first module to be completed. It collects, scores, manages, and reports on the results of user defined questionnaires and assessments. As intended, it has proved to be an invaluable resource for the Protective and Risk Assessment project (see above). The assessment module also has become critical for the Division's Program Enhancement Process (PEP; see above). Data collection tools built with the module are being used to collect and manage information required by individual PEP models. A diverse array of information on individual youths is being collected including daily behavioral ratings, progress notes, work hours, and school performance. In addition, CARE reports are being built to help summarize and interpret the information.

Development of a second CARE component, the minutes module, was completed and put into production during FY 2003. The module collects minutes from Juvenile Court and Youth Parole Authority hearings and creates electronic orders. During FY 2004, the Juvenile Court and the Youth Parole Authority began using the module on a regular basis.

Additional modules under development include the (1) demographics module which manages demographic information of youths and their families, (2) services module which tracks residential and nonresidential services delivered to youths in Division and Probation care, (3) incidents module which documents interactions between individual youths and the Juvenile Court, and (4) calendaring module which organizes activities of individual youths and programs. Both the demographics and services modules have finished the system design phase.

During FY 2004, Division staff participated in testing of the demographics and services modules. Delays in finalizing the Court minutes module have delayed implementation of these two components. It is expected that both these modules along with the incident and calendaring modules will be available for final testing during the



first quarter of FY 2006.

## Youth in Custody Educational Programs

“Youth In Custody” is the phrase used to define students who are under the age of 21, have not yet graduated from high school, are in custody, and placed out of home. Youths may be in a detention center or in custody of the Juvenile Justice Services, the Division of Child and Family Services, or an equivalent program operated by a Utah Tribe recognized by the Bureau of Indian Affairs. State statute placed the responsibility for educating these youths with the State Board of Education. The Utah Coordinating Council for Youth In Custody, with representation from Juvenile Justice Services and the Division of Child and Family Services, recommends policy, guidelines, and operating procedure to the Board of Education.

General program guidelines for Youth In Custody programs require a one teacher to seven student instructional ratio, a minimum of 5.5 hours of instruction each school day (except at the Genesis Youth Center where students must work half of each day), academic testing and reporting, instruction in the Utah Core Curriculum, life skills, and vocational education.

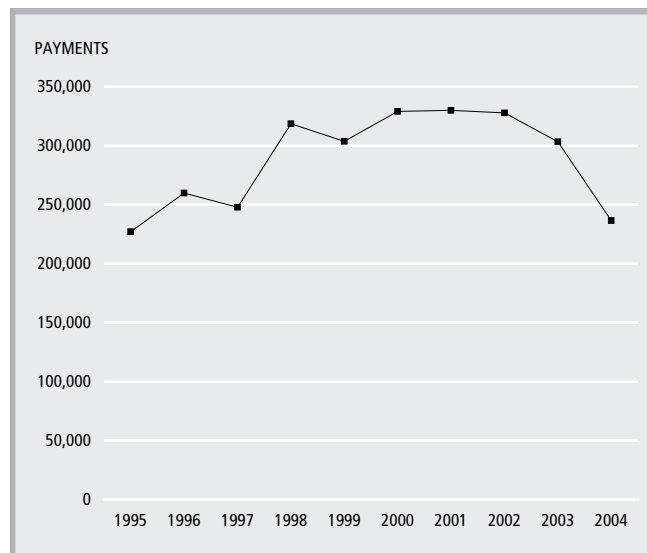
Youth In Custody programs operate in each of the Division's residential facilities, including 6 secure facilities, 4 freestanding observation and assessment programs, 11 detention centers, and the Genesis Youth Center.

## Victim Services

The Division recognizes the need to hold juvenile offenders accountable for their delinquent behavior and to respond to the needs of their victims. To help meet these objectives, intensive treatment programs have been developed to heighten youths' empathy for their victims. As part of this effort, restitution programs have been created at all levels of the continuum of care.

As represented in the chart at top right, substantial restitution payments have been made by youths in Division care to victims of juvenile crime. Funds for this effort come primarily from support payments that parents of youths in custody make to the State through the Office of Recovery Services. The Division received permission from the 1983 Legislature to use a portion of these receipts for restitution to victims of juvenile crime. Youths participate in community service projects in exchange for credited wages that are paid to victims through the Juve-

## RESTITUTION PAYMENTS



nile Court. Work projects are operated by the Division, other government agencies, and nonprofit organizations.

## Detention Screening /Referral Project

A project to examine the incidence of mental health problems among youths admitted to detention centers and other receiving facilities along the Wasatch front, has recently been completed. The Detention Screening Project (DSP), an implementation project, was conducted over the past 5 years and was administered under the supervision of the Juvenile Justice Services. Funding for the project was provided by the Byrne Foundation and the Utah Commission on Juvenile and Criminal Justice, with in-kind support provided by Cornell Corrections, Inc.

The DSP was started in 1999 as a response to a Federal initiative that identified a sharp increase in the incidence of mental health problems among youths detained in detention centers throughout the United States. The Division requested and received funding to identify the scope of the problem in Utah.

Under the project, youths entering selected Division facilities for the first time, were given a battery of standardized tests measuring their level of substance abuse, academic deficits, risk of suicide, and other behavioral problems. Results were then made available to facility staff, workers in the Juvenile Court, case workers from the Division of Child and Family Services case, and Division case managers to assist them to better manage client

behavior, provide more targeted counseling, recommend appropriate community resources, and facilitate the processing of youths through the juvenile justice system. A Mental Health Problems Index (MHPI) measuring the need for mental health intervention services, was developed for each participant. However, consistent with a screening approach, individual test results were not used to provide a formal diagnosis or a specific treatment plan. Instead, results were reported as a series of “cutoff scores” indicating the probability that a youth might have a problem in one or more of the specific characteristics measured.

Test results were also entered into the new CARE information system to provide statewide access by Division workers to individual client results and to provide facility administrators with summary statistics for staff management and training.

Through the project’s implementation approach, a unique procedure was developed to train and certify existing workers in each of the participating facilities to administer the tests, score them, and enter the results into CARE. Orientation sessions were then conducted to help staff use the results effectively. A Central Project Office provided immediate backup support by a licensed mental health worker.

As a result of the DSP, Utah joins a handful of States currently capable of assessing the need for mental health services to its delinquent population. The project also may provide policy and agency administrators with new opportunities to plan effectively for and meet the mental health needs of this important, at-risk youth population.

## Juvenile Sex Offender Initiative

The Division’s client population includes youths who have offended sexually. Although they represent a relatively small proportion of the Division’s population, these youths exact devastating consequences on their victims. Rehabilitative efforts with these youths require significant resources. Continuing a long association with the Utah Network on Juveniles Offending Sexually (NOJOS), the Division worked to develop and implement effective programs to manage and treat juveniles who have offended sexually. This ongoing effort made significant progress in a number of areas during FY 2004.

*Policy and Procedure Development.* Historically, Utah’s juvenile justice workers have been proactive in establishing professional standards for providing individuals

therapeutic services to juveniles who offend sexually. An “in house” clinical peer review was completed, during FY 2004. Clinicians from State and private residential programs that provide services to youths who have offended sexually conducted peer reviews of one another’s programs.

*Training.* The Division continued to provide sex offender specific training at basic, intermediate and advanced levels. Local and national presenters with expertise in the area of sex abuse, were used as instructors. Additionally, formal training was developed for workers involved in the evaluation and assessment of juveniles who offend sexually.

*Research.* A major research initiative neared completion during FY 2004. Now in its third year, the initiative, has involved workers from the Division, the Juvenile Court, and a research team from Iowa State University. This effort conducted a 10-year follow up and recidivism analysis of juveniles who have offended sexually. Work to develop a sex offender risk assessment normed for Utah’s youth nears completion.

*Program Development.* A resource list was completed, during FY 2004, that identifies workers, programs and services authorized for juveniles who have offended sexually.

## Profile of Division Staff

The Division has 897 full-time and part-time -staff (excluding time-limited employees and Board members). The average age of these staff is 38.6 years (range 18 to 78 years old); about 28.3% (254) are between 20 and 30 years old. Average length of service is 7.4 years. The longest length of state employment is over 34 years, 9.6% (86) have 6 months or less service, 29.0% (260) have 3 years or less service, and 19.7% (177) have over 12 years of service.

The table on the following page represents the proportion of career service staff of different ethnicity, gender, and job type. Many different minorities work for the Division, including Hispanic, Black, Asian American, and Pacific Islanders. Minorities are referred to collectively as “Other” in the table below. As identified in the table, they represent 23% of all Division staff; 24.8% of the staff working in service delivery jobs; and only 20.5% within the administrative job type. Only 2.8% of all staff working in the administrative job type are minority

females.

Overall, females represent 43% of staff across all job types, but are underrepresented in administrative (32.6%) and service delivery (39.4%) job types and over-represented within the support job type (75.9%).

The Division also employs 282 time-limited staff to augment the efforts of career service employees. Time limited staff may work up to a total of 1,560 hours each year.

A comparison of youths in Division programs and service delivery staff reveals relatively fewer minority

staff (24.8%) than minority youths served (34.1%), and relatively more female service delivery staff (39.4%) than female youths served (29.4%).

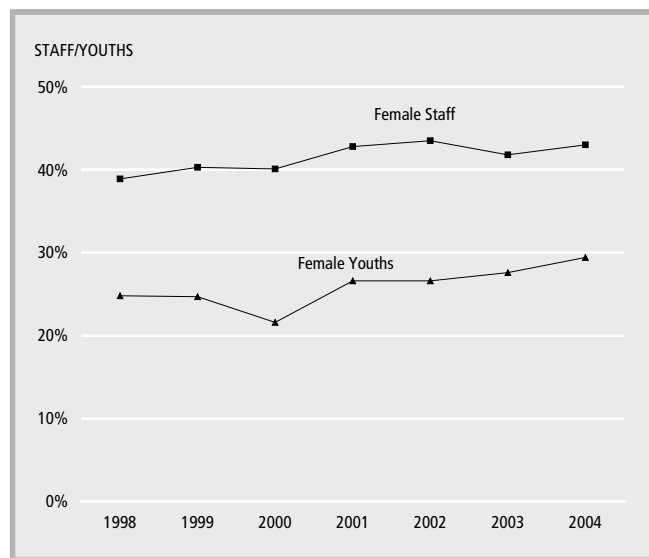
Several trends in the numbers of Division staff and youths have become noticeable over the last several years. As may be seen in the chart at bottom left the percentages of female staff and the percentages of female youths in Division custody are growing more alike. Likewise, as may be seen in the chart at bottom right, percentages of nonwhite staff and percentages of nonwhite youths in Division custody have increased.

## RACE, GENDER, AND JOB TYPE OF DIVISION STAFF.

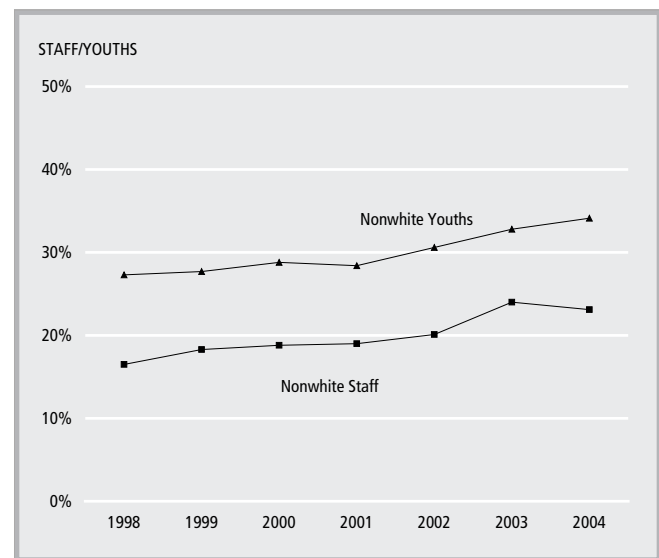
### JOB TYPE

	ADMINISTRATIVE			SERVICE DELIVERY			SUPPORT			ALL JOB TYPES		
	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL
<b>WHITE</b>	70 49.7%	42 29.8%	112 79.5%	283 44.0%	201 31.2%	484 75.2%	19 16.9%	76 67.9%	95 84.8%	372 41.4%	319 35.6%	691 77.0%
<b>OTHER</b>	25 17.7%	4 2.8%	29 20.5%	107 16.6%	53 8.2%	160 24.8%	8 7.2%	9 8%	17 15.2%	140 15.6%	66 7.4%	206 23.0%
<b>TOTAL</b>	95 67.4%	46 32.6%	141 100.0%	390 60.6%	254 39.4%	644 100.0%	27 24.1%	85 75.9%	112 100.0%	512 57%	385 43%%	897 100.0%

### FEMALE STAFF and YOUTHS



### NONWHITE STAFF and YOUTHS



# Information

---

## Juvenile Justice Documents

- What Parents Should Know About the Division of Juvenile Justice Services contains: (1) the Mission Statement; (2) How Your Child Entered Custody; (3) Care, Custody, Guardianship - What Does It Mean?; (4) Programs; (5) How You Can Help; (6) You and the ORS; and (7) Case Management Services.
- What Youth Should Know About the Division of Juvenile Justice Services contains: (1) the Youth Bill of Rights, (2) Expectations, (3) Treatment Plans, (4) Grievance Procedure, (5) the New Serious Youth Offender Law, (6) Programs in DYCS, and (7) Case Management Services.
- Juvenile Justice Terms lists definitions for commonly used juvenile justice terms.
- The Victims Handbook, prepared by the Youth Parole Authority, explains (1) the processes of the Authority, (2) the rights of victims, and (3) how victims can have input. Although written for victims of youths incarcerated in secure facilities, it can benefit victims of any juvenile offender.
- The Program Brochures: Programs have brochures that describe the facility, programming, services, and important addresses and contact names.
- Utah Sentencing Commission: Juvenile Sentencing Guidelines Manual 1997, a description and application guide for the Juvenile Sentencing Guidelines.
- Division Initiatives, a brief description of seven current projects supported by the Division and other juvenile justice agencies, including BARJ, PEP, CARE, and FFP/RS.

## Posters

- 101 Ways to Stop the Violence
- The Serious Youth Offender

## Speakers Bureau

Juvenile Justice Services' staff are available for community and school presentations that address topics such as Utah's juvenile justice system, privatized facilities for delinquent youths, sex offending youths, or other subjects upon request. Presentations can be specifically prepared for your group. Presentations last approximately one hour and include a question and answer period. Speakers are available throughout the state upon request.

All of the above are available from Jeanne Lund by calling (801) 538-4330 or e-mailing [jlund@utah.gov](mailto:jlund@utah.gov). Additional information can be found by visiting the Division's web site: [www.hsjs.utah.gov](http://www.hsjs.utah.gov).

## Division Programs and Offices.

### STATE ADMINISTRATION

DIRECTOR	BLAKE D. CHARD	(801) 538-4330 fax (801) 538-4334
120 N 200 W, Rm 419 Salt Lake City, UT 84103		
DEPUTY DIRECTOR	DAN MALDONADO	(801) 538-8224 fax (801) 538-4334
120 N 200 W, Rm 419 Salt Lake City, UT 84103		
DIRECTOR ADMIN SERVICES	FRED WEIDNER, Jr	(801) 538-4122 fax (801) 538-4334
120 N 200 W, Rm 419 Salt Lake City, UT 84103		

### YOUTH PAROLE AUTHORITY

ADMINISTRATIVE OFFICER	GARRETT WATKINS	(801) 538-4331 fax (801) 538-4492
120 N 200 W, Rm 415 Salt Lake City, UT 84103		

### OFFICE of COMMUNITY PROGRAMS

PROGRAM DIRECTOR	CECIL ROBINSON	(801) 627-0322 fax (801) 393-7813
145 N Monroe Blvd Ogden, UT 84404		
OGDEN CASE MANAGEMENT	CASE MANAGEMENT Bryan PoVey	(801) 627-0326 fax (801) 393-7813
145 N Monroe Blvd Ogden, UT 84404		
OGDEN CASE MANAGEMENT 2	Shannon Brennan	(801) 626-3148 fax (801) 626-3187
2540 Washington Ogden, UT 84401		
OREM CASE MANAGEMENT	Odell Erickson	(801) 426-7430 fax (801) 426-7455
237 S Mountainland Dr Orem, UT 84058		
SALT LAKE CASE MNGMNT	Kyle Goudie	(801) 284-0200 fax (801) 263-9058
61 W 3900 S Salt Lake City, UT 84107		
SALT LAKE CASE MNGMNT 2	Mike Butkovitch	(801) 265-7500 fax (801) 265-7599
3522 S 700 W Salt Lake City, UT 84119		

#### COMMUNITY BASED PROGRAMS.

(Contact State Admin Office for contractors providing community services)

ICAP	Ronald Harrell	(801) 265-5961 fax (801) 265-5969
3520 S 700 W Salt Lake City, UT 84119		
PARAMOUNT REFLECTIONS	Randy Gangwer	(801) 779-6521 fax (801) 779-6530
523 Heritage Blvd, Suite #2 Layton, UT 84041		
PROJECT PARAMOUNT	Randy Gangwer	(801) 621-3684 fax (801) 393-2869
2760 Adams Ave Ogden, UT 84401		
UCAP	Odell Erickson	(801) 426-7430 fax (801) 426-7455
237 S Mountainland Dr Orem, UT 84058		
OGDEN O&A	OBSERVATION AND ASSESSMENT Vacant	(801) 627-0326 fax (801) 393-7813
145 N Monroe Blvd Ogden, UT 84404		
SALT LAKE O&A	Anne Nelsen	(801) 284-0230 fax (801) 266-7591
61 W 3900 S Salt Lake City, UT 84107		
SPRINGVILLE O&A	Odell Erickson	(801) 491-0134 fax (801) 491-0136
205 W 900 N Springville, UT 84663		

### OFFICE of CORRECTIONAL FACILITIES

PROGRAM DIRECTOR	DAVE LODEN	(801) 284-0200 fax (801) 284-0245
61 W 3900 S Salt Lake City, UT 84107		
FARMINGTON BAY YTH CTR	DETENTION FACILITIES Tony Hassell	(801) 451-8620 fax (801) 451-2465
907 W Clark Ln Farmington, UT 84025		
SALT LAKE VALLEY DT CTR	Keith Smith	(801) 261-2060 fax (801) 261-2732
3450 S 900 W Salt Lake City, UT 84119		

SLATE CANYON YTH CTR	Ron Mervis	(801) 342-7840 fax (801) 342-7874
1991 S State St Provo, UT 84606		

WEBER VALLEY DT CNTR	Jackie Southwick	(801) 825-2794 fax (801) 776-8976
5470 S 2700 W Roy, UT 84067		

#### OBSERVATION & ASSESSMENT

FARMINGTON BAY YTH CTR	Tony Hassell	(801) 451-8620 fax (801) 451-2465
907 W Clark Ln Farmington, UT 84025		

#### SECURE FACILITIES

DECKER LAKE YTH CTR	Curtis Preece	(801) 954-9200 fax (801) 954-9255
2310 W 2770 S West Valley City, UT 84119		

FARMINGTON BAY YTH CTR	Tony Hassell	(801) 451-8620 fax (801) 451-2465
907 W Clark Ln Farmington, UT 84025		

MILL CREEK YTH CTR	Marty Mendenhall	(801) 334-0210 fax (801) 334-0287
790 W 12 <sup>th</sup> St Ogden, UT 84404		

SLATE CANYON YTH CTR	Ron Mervis	(801) 342-7840 fax (801) 342-7874
1991 S State St Provo, UT 84606		

WASATCH YTH CTR	Vanessa Jarrell	(801) 265-5830 fax (801) 265-5846
3534 S 700 W Salt Lake City, UT 84119		

### OFFICE of EARLY INTERVENTION SERVICES

PROGRAM DIRECTOR	GABY ANDERSON	(801) 685-5713 fax (801) 685-5707
3570 S West Temple Salt Lake City, UT 84115		

#### DIVERSION PROGRAMS

DAVIS AREA YTH CTR	Ted Groves	(801) 774-8767 fax (801) 776-2954
2465 N Main, Suite 13-A & B Sunset, UT 84015		

LIGHTNING PEAK	Noela Karza	(801) 370-0503 fax (801) 356-2380
1955 S Dakota Ln Provo, UT 84606		

SALT LAKE EARLY INTERVENTION	Salvador Mendez	(801) 685-5712 fax (801) 685-5707
3570 S 700 W Salt Lake City, UT 84115		

#### RECEIVING CENTERS

ARCHWAY YTH SRVC CTR	Kenneth Kashiwaeda	(801) 778-6500 fax (801) 778-6520
2660 Lincoln Ave Ogden, UT 84401		

DAVIS YOUTH SERVICES	Tracy Hart	(801) 447-0958 fax (801) 447-8298
1353 N Hwy 89 Suite 101 Farmington, UT 84025		

SALT LAKE YTH SRVCS NORTH	Steve Titensor	(801) 269-7500 fax (801) 269-7550
177 W Price Ave Salt Lake City, UT 84115		

SALT LAKE YTH SRVCS SOUTH	Ayelet Engelman	(801) 352-8708 fax (801) 352-8782
10195 S Centennial Parkway Sandy, UT 84070		

VANTAGE POINT	Scott Taylor	(801) 373-2215 fax (801) 812-5286
1185 E 300 N Provo, UT 84601		

#### WORK CAMP

GENESIS YOUTH CENTER	Julie Shaheen	(801) 576-6700 fax (801) 576-4064
14178 S Pony Express Rd Draper, UT 84020		

### OFFICE of RURAL PROGRAMS

PROGRAM DIRECTOR	MALCOLM EVANS	(801) 491-0100 fax (801) 489-9004
205 W 900 N Springville, UT 84663		

#### CASE MANAGEMENT

BOX ELDER OUTREACH	Robert Nieman	(435) 723-2801 fax (435) 723-0811
138 W 990 S Brigham City, UT 84302		

COPPER SPRINGS OUTREACH	Robert Nieman	(435) 792-4267 fax (435) 792-4276
925 W 200 N A6 Logan, UT 84321		

MOAB CASE MANAGEMENT 1165 S Hwy 191 #1 Moab, UT 84532	Robynn Parker	(435) 259-3733 fax (435) 259-3769
DETENTION FACILITIES		
DIXIE AREA DETENTION CTR 330 S 5300 W Hurricane, UT 84737	Tami Fullerton	(435) 627-2800 fax (435) 627-2801
MULTIUSE FACILITIES		
(Most multiuse facilities provide locked detention, shelter, observation and assessment, case management, detention diversion, and receiving center services)		
CACHE VALLEY YTH CTR 2051 N 600 W Logan, UT 84321	Rich Scheaffer	(435) 713-6260 fax (435) 713-6276
CANYONLANDS YTH CTR 244 W Old Ruin Rd Blanding, UT 84511	Mel Laws	(435) 678-3140 fax (435) 678-3079
CASTLE COUNTRY YTH CTR 1395 S Carbon Ave Price, UT 84501	Randy Railsback	(435) 636-4720 fax (435) 636-4737
CENTRAL UTAH YTH CTR 449 N Hwy 89 Richfield, UT 84701	Glen Ames	(435) 893-2340 fax (435) 896-8177
SW UTAH YTH CTR 270 E 1600 N Cedar City, UT 84720	Jay Maughan	(435) 867-2500 fax (435) 867-2525
SPLIT MOUNTAIN YTH CTR 830 E Main St Vernal, UT 84078	Kara Freeman	(435) 789-2045 fax (435) 789-2245
WASH CO YTH CRISIS CTR 251 E 200 N St. George, UT 84770	Sherri Gifford	(435) 656-6100 fax (435) 656-6139
RECEIVING CENTERS		
DUCHESNE CO RCVNG CTR 28 W Lagoon St 44-13 Roosevelt, UT 84066	Wayne Potter	(435) 722-3226 fax (435) 781-0840
IRON CO RCVNG CTR 1692 W Harding Ave Cedar City, UT 84720	Ed Weaver	(435) 586-1704 fax (435) 586-6696
SECURE FACILITIES		
SW UTAH YTH CTR 270 E 1600 N Cedar City, UT 84720	Jay Maughan	(435) 867-2500 fax (435) 867-2525

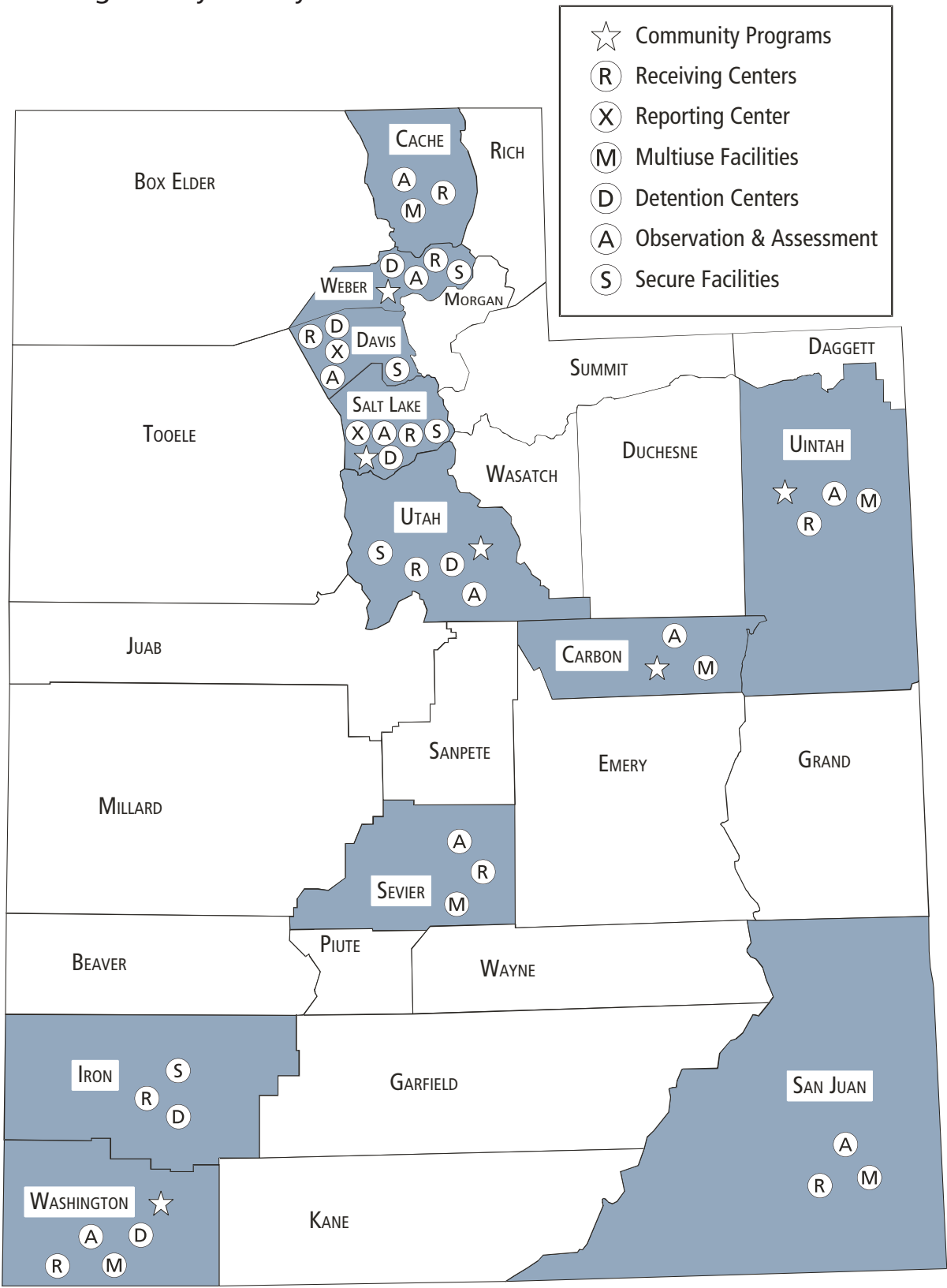
## Programs and Offices Alphabetically.

ARCHWAY YTH SRVC CTR	Kenneth Kashiwaeda	(801) 778-6500
BOX ELDER DIVERSION	Robert Nieman	(435) 723-2801
CACHE VALLEY YTH CTR	Rich Scheaffer	(435) 713-6260
CANYONLANDS YTH CTR	Mel Laws	(435) 678-3140
CASTLE COUNTRY YTH CTR	Randy Railsback	(435) 636-4720
CENTRAL UTAH YTH CTR	Glen Ames	(435) 893-2340
COPPER SPRINGS OUTREACH	Robert Nieman	(435) 792-4267
SALT LAKE EARLY INTERVENTION	Salvador Mendez	(801) 685-5712
DAVIS AREA YTH CTR	Ted Groves	(801) 774-8767
DAVIS YOUTH SERVICES	Tracy Hart	(801) 447-0958
DECKER LAKE YTH CTR	Curtis Preece	(801) 954-9200
DIXIE AREA DETENTION	Tami Fullerton	(435) 627-2800

DUCHESNE CO RCVNG CTR	Wayne Potter	(435) 722-3226
FARMINGTON BAY YTH CTR	Tony Hassell	(801) 451-8620
GENESIS YOUTH CENTER	Julie Shaheen	(801) 576-6700
ICAP	Ronald Harrell	(801) 265-5961
IRON CO RCVNG CTR	Ed Weaver	(435) 586-1704
LIGHTNING PEAK	Noela Karza	(801) 370-0503
MILL CREEK YTH CTR	Marty Mendenhall	(801) 334-0210
MOAB CASE MANAGEMENT	Robynn Parker	(435) 259-3733
OFF of COMMUNITY PROGRAMS	Cecil Robinson	(801) 627-0322
OFF of CORRECTIONAL FACILITIES	Dave Loden	(801) 284-0200
OFF of EARLY INTERVENTION	Gaby Anderson	(801) 685-5713
OFF of RURAL PROGRAMS	Malcolm Evans	(801) 491-0100
OGDEN CASE MANAGEMENT	Bryan PoVey	(801) 627-0326
OGDEN CASE MANAGEMENT 2	Shannon Brennan	(801) 626-3187
OGDEN O&A	Vacant	(801) 627-0326
OREM CASE MANAGEMENT	Odell Erickson	(801) 426-7430
PARAMOUNT REFLECTIONS	Randy Gangwer	(801) 779-6521
PROJECT PARAMOUNT	Randy Gangwer	(801) 621-3684
SALT LAKE CASE MNGMNT	Kyle Goudie	(801) 284-0200
SALT LAKE CASE MNGMNT 2	Mike Butkovitch	(801) 265-7500
SALT LAKE O&A	Anne Nelsen	(801) 284-0230
SALT LAKE YTH SRVCS NORTH	Steve Titensor	(801) 269-7500
SALT LAKE YTH SRVCS SOUTH	Ayelet Engelman	(801) 352-8708
SALT LAKE VALLEY DT CTR	Keith Smith	(801) 261-2060
SLATE CANYON YTH CTR	Ron Mervis	(801) 342-7840
SPLIT MOUNTAIN YTH CTR	Kara Freeman	(435) 789-2045
SPRINGVILLE O&A	Odell Erickson	(801) 491-0134
STATE OFFICE	Blake Chard	(801) 538-4330
SW UTAH YTH CTR	Jay Maughan	(435) 867-2500
UCAP	Odell Erickson	(801) 426-7430
VANTAGE POINT	Scott Taylor	(801) 373-2215
WASATCH YTH CTR	Vanessa Jarrell	(801) 265-5830
WASH CO YTH CRISIS CTR	Sherri Gifford	(435) 656-6100
WEBER VALLEY DT CNTR	Jackie Southwick	(801) 825-2794
YOUTH PAROLE AUTHORITY	Garrett Watkins	(801) 538-4331



Division Programs by County.







UTAH DEPARTMENT OF HUMAN SERVICES



RECYCLED PAPER